



Career Cluster Resources for Marketing, Sales and Service



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Introduction

The States' Career Cluster Initiative

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The U.S. Department of Education Office of Vocational and Adult Education (OVAE) has identified 16 career clusters representing career opportunities for the 21st century economy. These clusters will frame student opportunities as they pursue postsecondary education and a wide range of career opportunities from front-line to professional and managerial careers.

Helping students make their dreams become a reality was the driving force behind the nation's Career Clusters initiative launched June 1, 2001. Twelve lead states and the District of Columbia were partners in the development of the tools supporting eleven career clusters which, when combined with the five clusters that have already been developed, will represent all career possibilities.

The National Association of State Directors for Career and Technical Education Consortium (NASDCTEc) and their Board of Directors assumed leadership for coordinating the project. This in itself was unique for a project of this scope. The Board and the State Directors organization believed that this initiative was of such potential impact on the Career Technical delivery system in the country that they needed to play this leadership role in the project, assuring that the materials had utility in their states once completed. Therefore, the NASDCTEc in conjunction with the State of Oklahoma (the project fiscal agent) prepared and submitted a proposal to OVAE in January of 2001. This proposal was funded at a \$2.2 million dollar level, with expectations of a second year of funding of \$2.5 million. The plan to develop eleven curriculum frameworks was very aggressive, given that each of the prior projects, designed to develop and pilot test materials for a single cluster, had received in excess of \$1 million dollars for their multiyear development work.

The project was designed to establish curriculum frameworks and supportive materials for each cluster, with a broad-based advisory committee for each cluster, led by a state. There was also a National Advisory Committee consisting of members from each of the cluster committees, along with other stakeholders. The National and State Cluster advisory committees were responsible for identifying the frameworks, pathway and foundation knowledge and skills, and other supportive

materials. The committees included representatives from states, schools, education and training, business and industry, associations, and others directly impacted by the materials.

The development of materials for each of the eleven clusters was led by a different state, with business and industry at the helm. The lead states included: Idaho and Iowa (jointly leading the Agriculture, Food and Natural Resources cluster), Pennsylvania (Architecture and Construction), Ohio (Marketing, Sales and Service), North Dakota (Finance), West Virginia (Hospitality and Tourism), South Carolina (Business, Management and Administration), Kentucky (Human Services), Arkansas (Law, Public Safety and Security), North Carolina (Science, Technology, Engineering and Mathematics), Michigan (Education and Training), and Oklahoma and the District of Columbia/Washington D.C. (jointly leading the Government and Public Administration cluster).

The five additional career clusters included Health Science led by the State of Utah, Manufacturing led by the State of Indiana, Arts, Audio Video Technology and Communications led by the V-TECS Consortium, Information Technology led by the Educational Development Center, Inc., and Transportation, Distribution and Logistics Cluster led by the State of Illinois. These clusters plan to complete their work by June 30 of 2003.

To facilitate and coordinate the developmental work of the Cluster Initiative, staff was identified and housed at the Oklahoma Department of Career and Technical Education. The staff consisted of four Cluster Coordinators: Marsha Daves, Greg Dewald, Curtis Shumaker, and Pam Stacey. Additionally, Denise Christy provided research and web development support, Lisa Batchelder provided financial support, and Karan Smith provided administrative support.

Development work for the States' Career Clusters Initiative began June 1, 2001, and the first meeting of lead states, OVAE staff, and cluster staff was held in Oklahoma City in mid-June. At this meeting, project objectives, general direction, timelines, and the initial research goals were identified. This work continued through the fall and winter of 2001 and included the identification of cluster advisory committee members, the development of cluster frameworks based on the prototype cluster models provided by V-TECS, and the identification of occupations and draft pathways along with degrees and certificates associated with the career specialties/occupations in each of the clusters.

In January of 2002, the lead state teams were brought together in Phoenix to begin the process of developing knowledge and skill statements for each of the cluster pathways and foundations. Contracted writers and lead state cluster advisory committee members, depending upon

the decisions of cluster leadership, carried out this work. A part-time editor in Oklahoma provided consistency across the cluster knowledge and skill statements. One concern that was addressed early in the process was the need for a “common look and feel” across the clusters. Ultimately, this was accomplished not only for the eleven clusters in the States’ Career Clusters Initiative, but also through close cooperative relationships between the projects, all the cluster knowledge and skill statements were developed (or retro-fitted) using the same format. This format includes a knowledge/skill statement with associated performance elements and measurement criteria. This format provides the tools needed for curriculum and assessment developers as they take the materials to the classroom.

The National Advisory Committee met in March of 2002, and reviewed the curriculum frameworks, credentials list, and lead state advisory committee memberships and structures, and forwarded those materials to the Executive Committee for the Project. The Executive Committee, made up of the Board of the NASDCTEc, also met in March, approved the materials and discussed the future actions needed to assure implementation of the cluster materials.

Originally, the project was designed for a minimum of two years and was to include the identification of 110 pilot test sites across the country, along with the development of assessments and certifications for the clusters. The Office of Vocational and Adult Education, however, determined in November of 2001 that the goals of the project were “too broad”, and terminated the project as of September 30, 2002.

Development of the products needed for curriculum and assessment was fast-tracked, with the knowledge and skill statements, performance elements and measurement criteria ready for validation by July 15, 2002. This was the result of a major effort of lead state advisory committees and staff responding to the shortened timeline and the need for quality product.

Given the efforts of the developmental teams, cluster advisory committee members were able to review and validate the knowledge and skills and supporting elements. Additionally, a national web-based validation was conducted from July 15 to August 15, 2002. All 50 states were invited to a dissemination meeting held in Charleston, South Carolina Sept 13, 2002, where the materials were distributed to participants for their use in updating their curriculum.

For further information on the status of the materials, go to the web-site, <http://www.careerclusters.org/>.

Section I – Pathway Model



Planning, managing, and performing marketing activities to reach organizational objectives.

Sample Career Specialties / Occupations	Entrepreneurs	Inbound Call Managers	Store Managers	Advertising Managers	Database Managers	Warehouse	Fulfillment Managers
	<ul style="list-style-type: none">• Owners• Small Business Owners• Presidents• Chief Executive Officers• Officers• Principals• Partners• Proprietors• Franchisees• Independent X's (e.g., distributor)• Customer Service Representatives• Administrative Support• Representatives (e.g., human resources, clerical, finance, technical)	<ul style="list-style-type: none">• Inbound Call Managers• Chanel Sales Managers• Regional Sales Managers• Client Relationship Managers• Business Development Managers• Territory Representatives / Managers• Key Account Managers• National Account Managers• Account Executives• Sales Engineers• Sales Executives• Technical Sales Specialists• Retail Sales Specialists (big ticket)• Outside Sales Representatives• Industrial Sales Representatives• Manufacturer's Representatives• Salespersons• Field Marketing Representatives• Brokers• Agents• Field Representatives• Solutions Advisors• Sales/Marketing Associates• Telemarketers• Customer Service Representatives• Administrative Support• Representatives (e.g., human resources, clerical, finance, technical)	<ul style="list-style-type: none">• Store Managers• Retail Marketing Coordinators• Merchandising Managers• Merchandise Buyers• Operations Managers• Visual Merchandise Managers• Sales Managers• Department Managers• Sales Associates• Customer Service Representatives• Clerks (e.g., stock, receiving, etc.)• Administrative Support• Representatives (e.g., human resources, clerical, finance, technical)	<ul style="list-style-type: none">• Advertising Managers• Public Relations Managers• Public Information Directors• Sales Promotion Managers• Co-op Managers• Trade Show Managers• Circulation Managers• Promotions Managers• Art/Graphics Directors• Creative Directors• Account Executives• Account Supervisors• Sales Representatives• Marketing Associates• Media Buyers/Planners• Interactive Media Specialists• Analysts• Contract Administrators• Copywriters• Research Specialists• Research Assistants• Customer Service Representatives• Administrative Support• Representatives (e.g., human resources, clerical, finance, technical)	<ul style="list-style-type: none">• Database Managers• Research Specialists / Managers• Brand Managers• Marketing Services Managers• Customer Satisfaction Managers (Research) Project Managers• CRM Managers• Forecasting Managers• Strategic Planners, Marketing• Product Planners• Planning Analysts• Directors of Market Development• Database Analysts• Analysts• Research Associates• Frequency Marketing Specialists• Knowledge Management Specialists• Interviewers• Customer Service Representatives• Administrative Support• Representatives (e.g., human resources, clerical, finance, technical)	<ul style="list-style-type: none">• Warehouse Managers• Materials Managers• Traffic Managers• Logistics Managers• Transportation Managers• Inventory Managers• Managers / Analysts• Logistics Engineers• Distribution Coordinators• Shipping / Receiving Administrators• Shipping / Receiving Clerks• Customer Service Representatives• Administrative Support• Representatives (e.g., human resources, clerical, finance, technical)	<ul style="list-style-type: none">• Fulfillment Managers• E-Merchandising Managers• E-Commerce Directors• Web Site Project Managers• Internet Project Directors• Brand Managers• Forum Managers• Web Masters• Web Designers• Interactive Media Specialists• Internet Sales Engineers• Site Architects• User Interface Designers• On-line Market Researchers• Copywriters-Designers• Account Supervisors• Customer Support Specialists• Customer Service Representatives• Administrative Support• Representatives (e.g., human resources, clerical, finance, technical)
	Management and Entrepreneurship	Professional Sales and Marketing	Buying and Merchandising	Marketing Communications and Promotion	Marketing Information Management and Research	Distribution and Logistics	E-Marketing
Pathways	Cluster Knowledge and Skills ♦ Academic Foundations ♦ Communications ♦ Problem Solving and Critical Thinking ♦ Information Technology Applications ♦ Systems ♦ Safety, Health and Environmental ♦ Leadership and Teamwork ♦ Ethics and Legal Responsibilities ♦ Employability and Career Development ♦ Technical Skills						
Cluster K&S							



Section II – Cluster Knowledge and Skills

Cluster Knowledge and Skill Statement

Academic Foundations

Statement: *Integrate social-studies skills into marketing, sales and service to better understand customers and the economic environment in which they function.*

Performance Element: Acquire an understanding of fundamental economic concepts to obtain a foundation for employment in marketing careers.

- Measurement Criteria:** *Differentiate between goods and services.*
- Measurement Criteria:** *Identify economic resources.*
- Measurement Criteria:** *Recognize reasons for scarcity.*
- Measurement Criteria:** *Delineate society's economic questions.*
- Measurement Criteria:** *Categorize economic activities.*
- Measurement Criteria:** *Determine economic utilities created by marketing activities.*
- Measurement Criteria:** *Recognize conditions needed for demand's existence.*
- Measurement Criteria:** *Analyze the impact of the law of supply and demand on business.*
- Measurement Criteria:** *Identify factors affecting supply, demand, and elasticity.*
- Measurement Criteria:** *Differentiate among price, relative price, equilibrium price, and market price.*
- Measurement Criteria:** *Determine the relationship between relative prices and economic questions.*
- Measurement Criteria:** *Recognize functions of relative prices.*
- Measurement Criteria:** *Analyze price determination.*
- Measurement Criteria:** *Predict producers' responses to excess supply and demand.*

Performance Element: Differentiate among economic systems to understand the environments in which businesses function.

- Measurement Criteria:** *Identify the importance of economic systems.*
- Measurement Criteria:** *Delineate characteristics of traditional, communist, socialist, and market economic systems.*
- Measurement Criteria:** *Analyze ways that economic systems answer economic questions.*
- Measurement Criteria:** *Evaluate strengths and weaknesses of economic systems.*
- Measurement Criteria:** *Identify factors affecting business profit.*
- Measurement Criteria:** *Calculate profit.*
- Measurement Criteria:** *Identify profit's significance.*
- Measurement Criteria:** *Analyze ways businesses increase profit.*
- Measurement Criteria:** *Defend businesses' need to make a profit.*
- Measurement Criteria:** *Identify types of economic risks.*
- Measurement Criteria:** *Compare pure and speculative economic risks.*
- Measurement Criteria:** *Analyze ways businesses minimize risk.*
- Measurement Criteria:** *Identify direct and indirect, price and non-price competition.*
- Measurement Criteria:** *Delineate businesses' market structures.*
- Measurement Criteria:** *Recognize effects of competition on businesses, consumers, and society.*
- Measurement Criteria:** *Endorse need for competition in a market economy.*

Cluster Knowledge and Skill Statement

Performance Element: Analyze business productivity to determine its effect on business success.

- Measurement Criteria:** *Identify effects of productivity.*
- Measurement Criteria:** *Measure productivity.*
- Measurement Criteria:** *Recognize factors enhancing productivity.*
- Measurement Criteria:** *Identify factors hindering productivity.*
- Measurement Criteria:** *Determine ways to increase productivity.*
- Measurement Criteria:** *Delineate consequences of non-productivity.*
- Measurement Criteria:** *Analyze impact of specialization/division of labor on productivity.*
- Measurement Criteria:** *Determine involvement of resources in productivity.*

Performance Element: Analyze cost/profit relationships to guide business decision-making.

- Measurement Criteria:** *Identify types of specialization.*
- Measurement Criteria:** *Recognize advantages and disadvantages of specialization.*
- Measurement Criteria:** *Overcome disadvantages of specialization overcome.*
- Measurement Criteria:** *Recognize reasons unions formed.*
- Measurement Criteria:** *Identify labor issues.*
- Measurement Criteria:** *Delineate levels and types of union organization.*
- Measurement Criteria:** *Analyze collective bargaining process.*
- Measurement Criteria:** *Identify types of union and management negotiation strategies.*
- Measurement Criteria:** *Recognize effects of unionism.*
- Measurement Criteria:** *Identify stages of production.*
- Measurement Criteria:** *Analyze impact of law of diminishing returns.*
- Measurement Criteria:** *Determine relationships between total revenue, marginal revenue, output, and profit.*

Performance Element: Identify economic trends/indicators to measure economic conditions.

- Measurement Criteria:** *Compare unemployment rate and employment conditions.*
- Measurement Criteria:** *Recognize a nation's unemployment costs.*
- Measurement Criteria:** *Determine inflation's causes.*
- Measurement Criteria:** *Analyze inflation's economic impact.*
- Measurement Criteria:** *Predict economic impact of interest-rate fluctuations.*
- Measurement Criteria:** *Determine the relationship between inflation and Consumer Price Index.*
- Measurement Criteria:** *Evaluate Gross Domestic Product's impact.*
- Measurement Criteria:** *Determine impact of business cycles.*

Cluster Knowledge and Skill Statement

Performance Element: Ascertain international trade's impact to guide business decision-making.

Measurement Criteria: *Determine reasons for international trade.*

Measurement Criteria: *Identify trade barriers.*

Measurement Criteria: *Analyze economic effects of international trade.*

Measurement Criteria: *Recognize techniques to improve international trade.*

Measurement Criteria: *Evaluate business subculture's impact on business behavior.*

Measurement Criteria: *Investigate culture's influence.*

Performance Element: Employ sociological knowledge to facilitate marketing activities.

Measurement Criteria: *Analyze and interpret complex societal issues, events, and problems.*

Measurement Criteria: *Analyze researched information and statistics.*

Measurement Criteria: *Reach reasoned conclusions.*

Measurement Criteria: *Examine social beliefs, influences, and behavior.*

Measurement Criteria: *Analyze group dynamics.*

Measurement Criteria: *Assess human behavior.*

Performance Element: Apply psychological knowledge to facilitate marketing activities.

Measurement Criteria: *Recognize factors influencing perception.*

Measurement Criteria: *Identify sources of attitude formation.*

Measurement Criteria: *Assess methods used to evaluate attitudes.*

Measurement Criteria: *Identify basic social and cultural strata.*

Measurement Criteria: *Determine behavioral effects of social and cultural strata.*

Measurement Criteria: *Analyze effects of others on individual behavior.*

Measurement Criteria: *Predict likelihood of conformity and obedience.*

Measurement Criteria: *Determine significance of aggression.*

Measurement Criteria: *Recognize factors affecting personality.*

Measurement Criteria: *Evaluate the nature of change over a lifetime.*

Measurement Criteria: *Identify sources of stress.*

Measurement Criteria: *Detail reactions to stress.*

Measurement Criteria: *Employ strategies for dealing with stress.*

Measurement Criteria: *Investigate factors affecting motivation.*

Measurement Criteria: *Analyze cues to basic drives/motives.*

Statement: Solve mathematical problems to obtain information for decision making in marketing, sales and service.

Performance Element: Employ numbers and operations to understand and solve mathematical problems in marketing.

Measurement Criteria: *Recognize relationships among numbers.*

Measurement Criteria: *Employ mathematical operations.*

Measurement Criteria: *Perform computations successfully*

Measurement Criteria: *Predict reasonable estimations.*

Cluster Knowledge and Skill Statement

Performance Element: Apply algebraic skills to make business decisions.

Measurement Criteria: *Recognize patterns and mathematical relations.*

Measurement Criteria: *Use algebraic symbols to represent, solve, and analyze mathematical problems.*

Measurement Criteria: *Create mathematical models from real-life situations.*

Measurement Criteria: *Represent changes in quantities mathematically.*

Measurement Criteria: *Determine rate of change mathematically.*

Measurement Criteria: *Interpret graphical and numerical data.*

Performance Element: Employ measurement skills to make business decisions.

Measurement Criteria: *Recognize measurable attributes of objects.*

Measurement Criteria: *Take measurements correctly.*

Performance Element: Perform data analysis to make business decisions.

Measurement Criteria: *Formulate questions effectively.*

Measurement Criteria: *Collect relevant data.*

Measurement Criteria: *Organize useful data.*

Measurement Criteria: *Answer questions appropriately.*

Measurement Criteria: *Employ appropriate statistical methods in data analysis.*

Measurement Criteria: *Develop and evaluate inferences and predictions.*

Measurement Criteria: *Apply basic concepts of probability.*

Performance Element: Implement problem-solving techniques to evaluate the accuracy of mathematical responses.

Measurement Criteria: *Identify problem-solving techniques.*

Measurement Criteria: *Apply a variety of problem-solving strategies.*

Measurement Criteria: *Adjust problem-solving strategies, when needed.*

Statement: *Apply language arts skills to enhance business opportunities in marketing, sales and service.*

Performance Element: Apply writing skills and strategies to communicate with targeted business audiences in marketing, sales and service.

Measurement Criteria: *Employ a variety of prewriting skills.*

Measurement Criteria: *Implement a variety of drafting and revision strategies.*

Measurement Criteria: *Use strategies to write to different audiences.*

Measurement Criteria: *Write a variety of composition types.*

Performance Element: Employ writing skills to create a specific tone and style of writing for marketing communications.

Measurement Criteria: *Use precise, descriptive language.*

Measurement Criteria: *Organize information into logical progression of ideas.*

Measurement Criteria: *Employ a variety of sentence structures and sentence lengths.*

Measurement Criteria: *Use transitional devices.*

Measurement Criteria: *Supply supporting detail.*

Measurement Criteria: *Convey personal style and voice.*

Cluster Knowledge and Skill Statement

Performance Element: Apply grammatical and mechanical conventions to clarify written marketing communications.

Measurement Criteria: *Write complete sentences.*

Measurement Criteria: *Employ parts of speech appropriately.*

Measurement Criteria: *Use capitalization conventions properly.*

Measurement Criteria: *Spell words correctly.*

Measurement Criteria: *Employ correct punctuation.*

Measurement Criteria: *Use varied sentence structures.*

Performance Element: Compile and use information to support writer's position or topic in marketing communications.

Measurement Criteria: *Use research methods appropriately.*

Measurement Criteria: *Analyze a variety of sources.*

Measurement Criteria: *Implement a variety of criteria to evaluate source's validity and reliability.*

Measurement Criteria: *Synthesize information properly.*

Measurement Criteria: *Reach correct conclusions.*

Performance Element: Employ general reading skills and strategies to obtain information for use in marketing activities.

Measurement Criteria: *Determine the meaning of words from context.*

Measurement Criteria: *Extend vocabulary.*

Measurement Criteria: *Recognize techniques used to influence readers.*

Measurement Criteria: *Identify factors influencing reader's response to text.*

Performance Element: Practice reading skills and strategies to understand and interpret information for use in marketing.

Measurement Criteria: *Apply criteria for evaluating text's accuracy.*

Measurement Criteria: *Make connections between the reader's life and the text.*

Measurement Criteria: *Identify writer's point of view correctly.*

Measurement Criteria: *Extract relevant information.*

Measurement Criteria: *Reach logical conclusions.*

Performance Element: Speak and listen to acquire, provide, and understand marketing information.

Measurement Criteria: *Apply verbal and nonverbal strategies appropriately to the situation.*

Measurement Criteria: *Ask relevant questions.*

Measurement Criteria: *Provide legitimate responses.*

Measurement Criteria: *Employ active-listening techniques.*

Measurement Criteria: *Adjust wording and delivery of messages to audience.*

Measurement Criteria: *Give oral presentations effectively.*

Measurement Criteria: *Incorporate technology smoothly into presentations.*

Measurement Criteria: *Defend ideas objectively.*

Marketing, Sales and Service

Cluster Knowledge and Skill Statement

Communications

Statement: *Use communication skills to facilitate information flow in marketing, sales and service.*

Performance Element: Apply verbal skills to communicate effectively in marketing, sales and service.

Measurement Criteria: *Demonstrate effective listening skills.*

Measurement Criteria: *Employ proper grammar and vocabulary.*

Measurement Criteria: *Reinforce service orientation through communication.*

Measurement Criteria: *Address other communicants professionally.*

Measurement Criteria: *Perform telephone/cell phone calls professionally.*

Measurement Criteria: *Use voice mail.*

Measurement Criteria: *Apply persuasion appropriately.*

Measurement Criteria: *Make oral presentations, when needed.*

Performance Element: Write effectively to enhance marketing, sales and service communications.

Measurement Criteria: *Prepare and send written messages electronically.*

Measurement Criteria: *Write informational messages.*

Measurement Criteria: *Write inquiry messages.*

Measurement Criteria: *Write persuasive messages.*

Measurement Criteria: *Prepare simple written reports.*

Performance Element: Communicate with staff to clarify workplace objectives.

Measurement Criteria: *Follow others' directions.*

Measurement Criteria: *Provide directions for completing job assignments.*

Measurement Criteria: *Read interdepartmental/company communications in a timely manner.*

Measurement Criteria: *Conduct staff meetings effectively.*

Performance Element: Communicate with customers to enhance company image.

Measurement Criteria: *Demonstrate customer-service mindset.*

Measurement Criteria: *Process customer inquiries.*

Measurement Criteria: *Adapt communication to the cultural and social differences among clients.*

Measurement Criteria: *Respond to client's communication according to company policy.*

Measurement Criteria: *Handle interruptions professionally when working with clients.*

Measurement Criteria: *Respond to client's special requests.*

Cluster Knowledge and Skill Statement

Problem Solving and Critical Thinking

Statement: *Apply problem-solving and critical-thinking skills to help grow the business and/or to resolve workplace conflict.*

Performance Element: Deal with conflict to minimize disruptions in the workplace.

Measurement Criteria: *Show empathy.*

Measurement Criteria: *Exert appropriate assertiveness.*

Measurement Criteria: *Demonstrate problem-solving skills.*

Measurement Criteria: *Apply negotiation skills.*

Measurement Criteria: *Interpret business policies to customers/clients.*

Measurement Criteria: *Resolve customer complaints.*

Measurement Criteria: *Handle situations when the customer is at fault.*

Measurement Criteria: *Adjust to change.*

Measurement Criteria: *Adjust work practices to respond to client needs.*

Measurement Criteria: *Make personal and service adjustments that balance organizational goals and needs with those of clients.*

Measurement Criteria: *Explain the nature of organizational change.*

Measurement Criteria: *Minimize organizational conflict.*

Measurement Criteria: *Apply stress-management techniques.*

Performance Element: Employ skills to promote self-development.

Measurement Criteria: *Use feedback for personal growth.*

Measurement Criteria: *Implement decision-making skills.*

Measurement Criteria: *Set personal goals that further company goals.*

Measurement Criteria: *Apply time-management principles.*

Performance Element: Acquire organizational knowledge to solidify commitment to business.

Measurement Criteria: *Explain company mission and/or vision.*

Measurement Criteria: *Describe company's goals, objectives, rewards, and incentives.*

Measurement Criteria: *Identify options for employees to contribute to process and/or product improvement.*

Measurement Criteria: *Describe measures used to determine success of process changes on service improvement.*

Cluster Knowledge and Skill Statement

Information Technology Applications

Statement: *Apply technological tools in marketing, sales and service to expedite work flow.*

Performance Element: Use e-mail functions to expedite work.

Measurement Criteria: *Identify components of e-mail messages.*

Measurement Criteria: *Write and send e-mail messages.*

Measurement Criteria: *Employ e-mail etiquette.*

Measurement Criteria: *Answer e-mail message promptly.*

Measurement Criteria: *Forward e-mail messages.*

Measurement Criteria: *Add signature file.*

Measurement Criteria: *Append attachments.*

Measurement Criteria: *Designate message priority.*

Measurement Criteria: *Manage address book.*

Measurement Criteria: *Set up distribution list.*

Measurement Criteria: *Sort mail.*

Measurement Criteria: *Search for and locate messages.*

Measurement Criteria: *Apply e-mail shortcuts.*

Measurement Criteria: *Implement auto-responder.*

Measurement Criteria: *Post messages on a listserv.*

Measurement Criteria: *Create and use e-mail folders to compile related messages.*

Performance Element: Employ web search skills to obtain information.

Measurement Criteria: *Identify components of a URL.*

Measurement Criteria: *Explain importance of search engines in locating information.*

Measurement Criteria: *Use search engines and directories.*

Measurement Criteria: *Implement search techniques.*

Measurement Criteria: *Locate specified topics on the Web.*

Measurement Criteria: *Access specified topics through web-page links.*

Measurement Criteria: *Download web-page information to a disk.*

Performance Element: Demonstrate word-processing skills to prepare text documents.

Measurement Criteria: *Identify word-processing capabilities.*

Measurement Criteria: *Enter and store text.*

Measurement Criteria: *Search for, find, and replace text in a document.*

Measurement Criteria: *Retrieve, edit, and print documents.*

Measurement Criteria: *Employ cut and paste functions.*

Measurement Criteria: *Create text document containing columns.*

Measurement Criteria: *Insert graph into document.*

Cluster Knowledge and Skill Statement

Performance Element: Demonstrate presentation software skills to prepare visual support for presentations.

Measurement Criteria: *Identify capabilities of presentation software programs.*

Measurement Criteria: *Determine characteristics of effective presentation software documents.*

Measurement Criteria: *Enter and store text in a presentation software document.*

Measurement Criteria: *Import graphics into a presentation software document.*

Measurement Criteria: *Develop builds and transitions for screens in a presentation software document.*

Measurement Criteria: *Retrieve and edit presentation software screens.*

Measurement Criteria: *Add/Delete screens in a presentation software document.*

Performance Element: Employ database skills to store, search, analyze, and retrieve information.

Measurement Criteria: *Identify capabilities of database software.*

Measurement Criteria: *Create database structure.*

Measurement Criteria: *Enter and save data in a database software document.*

Measurement Criteria: *Retrieve and modify data in a database software document.*

Measurement Criteria: *Delete database records.*

Measurement Criteria: *Sort data in a database given predetermined criteria.*

Measurement Criteria: *Create chart or graph using database file.*

Measurement Criteria: *Print labels from database.*

Measurement Criteria: *Print database list/report.*

Performance Element: Apply spreadsheet skills to expedite mathematical calculations and to display that data in meaningful ways.

Measurement Criteria: *Identify components of spreadsheets.*

Measurement Criteria: *Explain capabilities of spreadsheet software.*

Measurement Criteria: *Format spreadsheets.*

Measurement Criteria: *Enter and store data in a spreadsheet software file.*

Measurement Criteria: *Retrieve, edit, and print data in a spreadsheet file.*

Measurement Criteria: *Create charts and graphs using spreadsheet data.*

Cluster Knowledge and Skill Statement

Performance Element: Create and post basic web page to demonstrate a web presence.

Measurement Criteria: *Identify basic structure of web page.*

Measurement Criteria: *Recognize limitations associated with web-page creation.*

Measurement Criteria: *Analyze importance of tags in structuring web pages.*

Measurement Criteria: *Identify naming conventions for web files.*

Measurement Criteria: *Name and save web files.*

Measurement Criteria: *Recognize information in HTML documents that will be ignored by browsers.*

Measurement Criteria: *Set up HTML documents.*

Measurement Criteria: *Format text of a web page.*

Measurement Criteria: *Specify considerations in selecting graphics format.*

Measurement Criteria: *Add graphic elements to a web page.*

Measurement Criteria: *Add attributes to a tag on a web page.*

Measurement Criteria: *Create hypertext links in a web page.*

Measurement Criteria: *Display document within a web browser.*

Measurement Criteria: *Upload web page the Web.*

Cluster Knowledge and Skill Statement

Systems

Statement: *Implement, modify, and improve business and marketing systems to facilitate business activities.*

Performance Element: Determine a business's social responsibilities to understand how business can enhance public relations.

Measurement Criteria: *Identify types of social responsibility.*

Measurement Criteria: *Specify importance of exhibiting social responsibility.*

Measurement Criteria: *Designate individuals, groups, or agencies to which businesses are socially responsible.*

Measurement Criteria: *Identify ways for businesses to demonstrate their social responsibility.*

Performance Element: Determine the relationship between government and business to ascertain government's role in a market economy.

Measurement Criteria: *Analyze government's involvement in business.*

Measurement Criteria: *Determine ways that government regulates business.*

Measurement Criteria: *Analyze impact of government regulation on business.*

Measurement Criteria: *Identify methods for financing government regulation.*

Performance Element: Analyze marketing to identify its role in a global economy.

Measurement Criteria: *Designate extent to which a business implements the marketing concept.*

Measurement Criteria: *Recognize ways marketing affects consumers and business.*

Measurement Criteria: *Determine impact of a global economy on marketing activities.*

Performance Element: Appraise the marketing functions to understand their interdependence.

Measurement Criteria: *Explain the purposes of each marketing function.*

Measurement Criteria: *Describe the importance of each function to marketing.*

Measurement Criteria: *Analyze the interrelationships among the marketing functions.*

Performance Element: Evaluate a business's purchasing system to determine its role in business.

Measurement Criteria: *Identify purchasing activities.*

Measurement Criteria: *Recognize importance of purchasing in business operations.*

Measurement Criteria: *Analyze process for purchasing materials, equipment, and supplies for business operations.*

Performance Element: Analyze a business's production system to determine its importance in business.

Measurement Criteria: *Identify inputs used by businesses for production.*

Measurement Criteria: *Differentiate between tangible and intangible outputs.*

Measurement Criteria: *Recognize importance of production in business operations.*

Measurement Criteria: *Identify production activities and their purposes.*

Measurement Criteria: *Investigate goals of production activities.*

Cluster Knowledge and Skill Statement

Performance Element: Analyze accounting systems to examine their contribution to the fiscal stability of businesses.

Measurement Criteria: *Identify purposes of accounting.*

Measurement Criteria: *Designate requirements that the accounting system should fulfill.*

Measurement Criteria: *Differentiate between cash and accrual accounting.*

Measurement Criteria: *Analyze steps in the accounting process.*

Performance Element: Determine the role of management to understand how managers staff, organize, direct, control, and plan business activities.

Measurement Criteria: *Categorize resources managed by business.*

Measurement Criteria: *Identify levels of management.*

Measurement Criteria: *Recognize the role of managers.*

Measurement Criteria: *Identify management functions and their purposes.*

Performance Element: Evaluate quality systems to determine their effectiveness.

Measurement Criteria: *Identify the effects of improved quality.*

Measurement Criteria: *Recognize the impact of a global economy on quality standards.*

Measurement Criteria: *Value the importance of having a customer focus.*

Measurement Criteria: *Analyze the continuous quality improvement process.*

Measurement Criteria: *Implement quality management tools and techniques.*

Measurement Criteria: *Apply continuous improvement strategies.*

Measurement Criteria: *Evaluate projects.*

Performance Element: Assess human-resource systems to determine their role in a business organization.

Measurement Criteria: *Identify components of human-resource system.*

Measurement Criteria: *Determine the roles and responsibilities of human resource personnel.*

Measurement Criteria: *Evaluate the goals of human-resource systems.*

Measurement Criteria: *Ascertain the security of personnel information.*

Measurement Criteria: *Examine the employee-selection process.*

Measurement Criteria: *Establish and evaluate the staff-development process.*

Measurement Criteria: *Scrutinize employee-benefits package.*

Performance Element: Analyze data systems to improve their effectiveness.

Measurement Criteria: *Identify importance of data systems.*

Measurement Criteria: *Designate components of a data system.*

Measurement Criteria: *Determine effectiveness of data flow/manipulation.*

Measurement Criteria: *Detail roles and responsibilities of data-systems' personnel.*

Measurement Criteria: *Analyze data-storage security.*

Cluster Knowledge and Skill Statement

Performance Element: Evaluate administrative-support systems to improve their effectiveness.

- Measurement Criteria:** *Determine role and responsibilities of employees in administrative-support systems.*
- Measurement Criteria:** *Establish standards of performance for administrative-support personnel.*
- Measurement Criteria:** *Institute procedures for work flow.*
- Measurement Criteria:** *Measure productivity of administrative-support personnel.*
- Measurement Criteria:** *Activate corrective measures in administrative-support system.*

Performance Element: Evaluate finance systems to enhance their impact on business operations.

- Measurement Criteria:** *Identify importance of finance systems.*
- Measurement Criteria:** *Determine finance activities.*
- Measurement Criteria:** *Select cash-flow streams.*
- Measurement Criteria:** *Interpret cash-flow statements.*
- Measurement Criteria:** *Analyze cash-flow patterns.*
- Measurement Criteria:** *Use financial statements (i.e., balance sheets and profit-and-loss statements) for decision making.*
- Measurement Criteria:** *Calculate financial ratios.*
- Measurement Criteria:** *Develop operating budgets.*
- Measurement Criteria:** *Use operating budgets to control operations.*
- Measurement Criteria:** *Analyze operating results in relation to budget/industry.*
- Measurement Criteria:** *Apply investment criteria.*
- Measurement Criteria:** *Analyze financial equity.*
- Measurement Criteria:** *Scrutinize financial-reporting activities.*

Performance Element: Evaluate types of business ownership to determine the systems used for structuring business organizations.

- Measurement Criteria:** *Identify advantages/disadvantages of each type of business ownership (i.e., sole proprietorship, partnership, and corporation).*
- Measurement Criteria:** *Recognize reasons for choosing to form each type of business ownership.*
- Measurement Criteria:** *Describe types of partnership arrangements.*
- Measurement Criteria:** *Explain the process for forming a corporation.*
- Measurement Criteria:** *Identify types of corporations.*
- Measurement Criteria:** *Discuss ways in which corporations grow (i.e., merger, consolidation, and expansion).*
- Measurement Criteria:** *Determine the role of franchises.*
- Measurement Criteria:** *Explain factors affecting the choice of ownership form.*

Marketing, Sales and Service

Cluster Knowledge and Skill Statement

Safety, Health, and Environmental

Statement: *Implement safety, health, and environmental controls to enhance productivity in marketing, sales and service.*

Performance Element: Acquire knowledge of federal and state health and safety regulations to support a safe working environment in marketing, sales and service.

Measurement Criteria: *Identify applicable regulations.*

Measurement Criteria: *Recognize penalties for noncompliance with the regulations.*

Measurement Criteria: *Describe procedures for reporting noncompliance with regulations.*

Performance Element: Analyze security issues to minimize loss in marketing, sales and service.

Measurement Criteria: *Identify causes of business risk.*

Measurement Criteria: *Take routine security precautions.*

Measurement Criteria: *Address client concerns about workplace security.*

Performance Element: Evaluate safety issues to minimize loss in marketing, sales and service.

Measurement Criteria: *Follow safety precautions.*

Measurement Criteria: *Maintain a safe environment.*

Measurement Criteria: *Handle accidents in the workplace appropriately.*

Measurement Criteria: *Adhere to procedures for handling and reporting unexpected health issues, violent and threatening behavior, and other emergency situations.*

Measurement Criteria: *Follow regulations for use of equipment, tools, and machinery.*

Measurement Criteria: *Adhere to policies regarding maintenance of equipment, tools, and machinery.*

Measurement Criteria: *Report unsafe or defective equipment, tools, or machinery.*

Measurement Criteria: *Operate company's equipment safely.*

Measurement Criteria: *Apply appropriate technology to specific tasks.*

Marketing, Sales and Service

Cluster Knowledge and Skill Statement

Leadership and Teamwork

Statement: *Employ leadership and teamwork skills to facilitate work flow in marketing, sales and service.*

Performance Element: Enhance group working relationships to improve the work environment in marketing, sales and service.

Measurement Criteria: *Foster positive working relationships.*

Measurement Criteria: *Participate as a team member.*

Measurement Criteria: *Adhere to company policies.*

Measurement Criteria: *Motivate self.*

Performance Element: Organize work efforts and staff to enhance work flow in marketing, sales and service.

Measurement Criteria: *Document and maintain records in accordance with operational policies.*

Measurement Criteria: *Develop project plans.*

Measurement Criteria: *Plan and organize work efforts of staff.*

Measurement Criteria: *Schedule employees.*

Measurement Criteria: *Delegate responsibility for job assignments.*

Measurement Criteria: *Establish standards for job performance.*

Performance Element: Staff the business operation to expedite work efforts.

Measurement Criteria: *Determine hiring needs.*

Measurement Criteria: *Recruit new employees.*

Measurement Criteria: *Select new employees.*

Measurement Criteria: *Conduct exit interviews.*

Measurement Criteria: *Dismiss/Fire employees, as needed.*

Measurement Criteria: *Maintain personnel records.*

Performance Element: Lead staff to achieve company goals.

Measurement Criteria: *Orient new employees.*

Measurement Criteria: *Conduct training class/program.*

Measurement Criteria: *Employ techniques to build employee morale.*

Measurement Criteria: *Implement techniques to motivate staff.*

Measurement Criteria: *Provide feedback about work efforts.*

Measurement Criteria: *Encourage team building.*

Measurement Criteria: *Resolve employee complaints and grievances.*

Measurement Criteria: *Assess employee morale.*

Measurement Criteria: *Assess employee performance.*

Measurement Criteria: *Take remedial action with staff.*

Performance Element: Maintain fiscal control of business operations to limit expenses.

Measurement Criteria: *Identify overhead/operating expenses.*

Measurement Criteria: *Control business expenses.*

Measurement Criteria: *Control use of supplies.*

Cluster Knowledge and Skill Statement

Ethics and Legal Responsibilities

Statement: *Exhibit ethical behavior in marketing, sales and service to create goodwill and trust.*

Performance Element: Employ ethical communications to acquire others' confidence in marketing, sales, and service.

Measurement Criteria: *Respect the privacy of others.*

Measurement Criteria: *Protect confidential information.*

Measurement Criteria: *Determine information appropriate to obtain from a client or another employee.*

Measurement Criteria: *Demonstrate honesty and integrity.*

Performance Element: Take ethical actions to inspire others' trust in marketing, sales and service.

Measurement Criteria: *Recognize personal biases and stereotypes.*

Measurement Criteria: *Treat others fairly at work.*

Measurement Criteria: *Exhibit cultural sensitivity.*

Measurement Criteria: *Employ ethical work habits.*

Performance Element: Adhere to regulations and organizational ethics to foster trust and goodwill.

Measurement Criteria: *Identify organizational ethics and integrity standards.*

Measurement Criteria: *Recognize organizational and legal consequences of aiding or participating in illegal or inappropriate behavior.*

Measurement Criteria: *Uphold legally binding contracts.*

Measurement Criteria: *Adhere to personnel regulations.*

Measurement Criteria: *Enforce trade regulations*

Marketing, Sales and Service

Cluster Knowledge and Skill Statement

Employability and Career Development

Statement: *Implement employability and career-development skills to obtain and progress in marketing, sales and service careers.*

Performance Element: Plan career to enhance potential for job success in marketing, sales and service.

Measurement Criteria: *Determine employer expectations.*

Measurement Criteria: *Analyze career information.*

Measurement Criteria: *Select career interest.*

Performance Element: Implement job-seeking skills to obtain employment in marketing, sales and service.

Measurement Criteria: *Apply job-search strategies.*

Measurement Criteria: *Prepare résumé.*

Measurement Criteria: *Write letter of application.*

Measurement Criteria: *Complete job-application form.*

Measurement Criteria: *Implement job-interview strategies.*

Measurement Criteria: *Write follow-up letter to employer.*

Performance Element: Participate in activities to enhance career success in marketing, sales and service.

Measurement Criteria: *Assess personal interests and skills needed for career success.*

Measurement Criteria: *Identify skills needed to enhance career progression.*

Measurement Criteria: *Analyze resources that can contribute to professional development.*

Measurement Criteria: *Identify company sources containing information about company policies, procedures, and special events.*

Measurement Criteria: *Implement networking strategies.*

Performance Element: Employ personal skills to succeed in marketing, sales and service.

Measurement Criteria: *Exhibit positive attitude.*

Measurement Criteria: *Display interest and enthusiasm.*

Measurement Criteria: *Demonstrate orderly and systematic behavior.*

Measurement Criteria: *Take initiative at work.*

Measurement Criteria: *Exhibit responsible behavior.*

Measurement Criteria: *Show self-control.*

Measurement Criteria: *Maintain appropriate personal appearance.*

Measurement Criteria: *Demonstrate appropriate creativity.*

Cluster Knowledge and Skill Statement

Technical Skills

Statement: *Employ technical skills to understand and perform marketing, sales and service activities.*

Performance Element: Apply knowledge of fundamental business concepts to purchase equipment/materials/supplies for business operations.

Measurement Criteria: *Explain company buying/purchasing policies.*

Measurement Criteria: *Describe the buying/purchasing process.*

Measurement Criteria: *Recognize the connection between buyer reputation and vendor relationship.*

Measurement Criteria: *Conduct vendor search.*

Performance Element: Acquire knowledge of financial records to understand a business's financial position.

Measurement Criteria: *Calculate net sales.*

Measurement Criteria: *Research the need for cash flow statements.*

Measurement Criteria: *Explain the purposes of balance sheets.*

Measurement Criteria: *Describe the importance of profit-and-loss statements.*

Performance Element: Acquire knowledge of management tools to understand methods used to control business operations.

Measurement Criteria: *Explain the use of business records.*

Measurement Criteria: *Discuss the use of budgets.*

Measurement Criteria: *Describe crucial elements of a quality culture.*

Performance Element: Identify current business trends to recognize changes needed in business operations.

Measurement Criteria: *Describe the impact of current business trends on business.*

Measurement Criteria: *Explain the importance to business of identifying current business trends.*

Performance Element: Utilize distribution knowledge and skill to manage supply-chain activities.

Measurement Criteria: *Identify channels of distribution.*

Measurement Criteria: *Recognize technology usage in distribution.*

Measurement Criteria: *Ascertain legal and ethical considerations in distribution.*

Measurement Criteria: *Discern receiving processes.*

Measurement Criteria: *Recognize storing/warehousing role.*

Measurement Criteria: *Analyze relationship between customer service and distribution.*

Measurement Criteria: *Prepare invoices.*

Measurement Criteria: *Use an information system for order fulfillment.*

Measurement Criteria: *Identify advantages/disadvantages of shipping processes.*

Measurement Criteria: *Coordinate distribution and other marketing activities.*

Measurement Criteria: *Investigate channel-member relationships.*

Performance Element: Employ financial knowledge and skill to make business decisions.

Measurement Criteria: *Recognize role of financing in marketing.*

Measurement Criteria: *Explore technology usage in financing.*

Measurement Criteria: *Identify credit's purpose and importance.*

Cluster Knowledge and Skill Statement

Performance Element: Gather, access, synthesize, evaluate, and disseminate marketing-information to make business decisions.

- Measurement Criteria:** *Determine the need for marketing information.*
- Measurement Criteria:** *Describe marketing-information management.*
- Measurement Criteria:** *Recognize the need for ethics in marketing-information management.*
- Measurement Criteria:** *Investigate technology usage in marketing-information management.*
- Measurement Criteria:** *Identify information monitored for marketing decision making.*
- Measurement Criteria:** *Recognize secondary-data sources.*
- Measurement Criteria:** *Search Internet for marketing information.*
- Measurement Criteria:** *Monitor internal records for marketing information.*
- Measurement Criteria:** *Collect marketing information from others (e.g., customers, vendors, and staff).*
- Measurement Criteria:** *Conduct environmental scan.*
- Measurement Criteria:** *Describe marketing research.*
- Measurement Criteria:** *Identify marketing-information processing techniques.*
- Measurement Criteria:** *Evaluate database usage in marketing-information management.*
- Measurement Criteria:** *Design database.*
- Measurement Criteria:** *Apply databases to information analysis.*
- Measurement Criteria:** *Interpret descriptive statistics.*
- Measurement Criteria:** *Write marketing reports.*
- Measurement Criteria:** *Present report findings and recommendations.*
- Measurement Criteria:** *Describe marketing strategies.*
- Measurement Criteria:** *Explain market and market segmentation.*
- Measurement Criteria:** *Identify marketing plan components.*
- Measurement Criteria:** *Use situational analysis in marketing planning.*
- Measurement Criteria:** *Describe the nature of sales forecasts.*

Performance Element: Utilize pricing strategies to maximize return and meet customers' perceptions of value.

- Measurement Criteria:** *Analyze the pricing function.*
- Measurement Criteria:** *Investigate pricing ethics.*
- Measurement Criteria:** *Describe technology usage in pricing.*
- Measurement Criteria:** *Explain legal considerations in pricing.*
- Measurement Criteria:** *Recognize factors affecting pricing decisions.*
- Measurement Criteria:** *Describe methods to determine pricing.*

Cluster Knowledge and Skill Statement

Performance Element: Obtain, develop, maintain, and improve a product/service mix to respond to market opportunities.

- Measurement Criteria:** *Describe the product/service management function.*
- Measurement Criteria:** *Identify the impact of product life cycles on marketing decisions.*
- Measurement Criteria:** *Determine technology usage in product/service management.*
- Measurement Criteria:** *Recognize the need for ethics in product/service management.*
- Measurement Criteria:** *Explain grades and standards usage in marketing*
- Measurement Criteria:** *Explain and carry out warranties and guarantees.*
- Measurement Criteria:** *Discern consumer protection provided by government agencies.*
- Measurement Criteria:** *Identify components of product mix.*
- Measurement Criteria:** *Explain product bundling.*
- Measurement Criteria:** *Describe factors used to position products/businesses.*
- Measurement Criteria:** *Ascertain the nature of branding.*

Performance Element: Utilize promotional knowledge and skill for communicating information to achieve a desired outcome.

- Measurement Criteria:** *Determine the communication process used in promotion.*
- Measurement Criteria:** *Identify roles and types of promotion.*
- Measurement Criteria:** *Identify elements of the promotional mix.*
- Measurement Criteria:** *Investigate ethics usage in promotion.*
- Measurement Criteria:** *Determine technology usage in promotion.*
- Measurement Criteria:** *Analyze promotional regulations.*
- Measurement Criteria:** *Explain types of advertising media.*
- Measurement Criteria:** *Identify advertisement's components.*
- Measurement Criteria:** *Write targeted promotional messages.*
- Measurement Criteria:** *Describe direct advertising strategies.*
- Measurement Criteria:** *Explain database usage in advertising.*
- Measurement Criteria:** *Design web site.*
- Measurement Criteria:** *Calculate media costs.*
- Measurement Criteria:** *Write news releases.*
- Measurement Criteria:** *Explain the nature of promotional plans.*
- Measurement Criteria:** *Coordinate promotional-mix activities.*

Performance Element: Utilize sales knowledge and skill to determine client needs and wants and to respond through planned, personalized communication.

- Measurement Criteria:** *Explain the sales function.*
- Measurement Criteria:** *Describe the relationship between customer service and selling.*
- Measurement Criteria:** *Identify clientele-building factors.*
- Measurement Criteria:** *Describe sales policies.*
- Measurement Criteria:** *Investigate sales ethics.*
- Measurement Criteria:** *Explain technology usage in selling.*
- Measurement Criteria:** *Identify sales regulations.*
- Measurement Criteria:** *Obtain product knowledge.*
- Measurement Criteria:** *Analyze the sales process.*
- Measurement Criteria:** *Implement sales support activities.*
- Measurement Criteria:** *Plan strategies to meet sales quotas.*

Section III – Pathway Knowledge and Skills

PATHWAY: Management and Entrepreneurship

Pathway Topic: Career Development

Pathway KS Statement: Assess entrepreneurship/small-business management-career information to enhance opportunities for career success.

Performance Element: Analyze sales careers to determine careers of interest.

Measurement Criteria: *Describe entrepreneurship's/small business's impact on a market economy.*

Measurement Criteria: *Identify career opportunities in small business ownership.*

Measurement Criteria: *Ascertain educational requirements/backgrounds for entrepreneurs/small-business owners.*

Measurement Criteria: *Determine income ranges for entrepreneurs/small-business ownership.*

Measurement Criteria: *Determine perquisites (perks) associated with entrepreneurs/small-business owners.*

Measurement Criteria: *Identify the entrepreneurship's risks and rewards.*

Measurement Criteria: *Describe the lifestyles of entrepreneurs/small-business owners.*

Measurement Criteria: *Explain the personal characteristics associated with entrepreneurial success.*

Performance Element: Compare individual's abilities, interests, and attitudes with those associated with entrepreneurial success to determine the match between the two.

Measurement Criteria: *Analyze desired lifestyle and that associated with entrepreneurship.*

Measurement Criteria: *Discern between desired benefits and those associated with entrepreneurship.*

Measurement Criteria: *Contrast personal characteristics with those associated with entrepreneurial success.*

Measurement Criteria: *Examine similarities and differences between personal educational goals and educational requirements for entrepreneurship.*

Pathway Topic: Business Administration

Pathway KS Statement: Use staffing, organizing, leading, controlling, and planning to manage business activities.

Performance Element: Plan for organizational development and growth to facilitate business success.

Measurement Criteria: *Determine technical assistance needed by business owners.*

Measurement Criteria: *Identify sources of assistance for entrepreneurs/small-business owners.*

Measurement Criteria: *Develop company objectives.*

Measurement Criteria: *Develop strategies to achieve company goals/ objectives.*

Measurement Criteria: *Describe the role of management in the achievement of quality.*

Measurement Criteria: *Identify external factors that affect planning.*

Measurement Criteria: *Identify assumptions for creating projected financial statements.*

Measurement Criteria: *Develop a business plan.*

Performance Element: Organize work efforts and staff to enhance work flow.

Pathway Topic: Business Administration

Measurement Criteria: *Develop organizational plan.*

Measurement Criteria: *Develop job descriptions.*

Measurement Criteria: *Establish personnel policies.*

Performance Element: **Staff the business operation to expedite work efforts.**

Measurement Criteria: *Create orientation program.*

Measurement Criteria: *Explain wage and benefit programs.*

Measurement Criteria: *Develop compensation plan.*

Measurement Criteria: *Maintain personnel records.*

Performance Element: **Plan and evaluate purchasing activities to minimize expenses.**

Measurement Criteria: *Choose vendors.*

Measurement Criteria: *Negotiate contracts with vendors.*

Measurement Criteria: *Review performance of vendors.*

Performance Element: **Maintain fiscal control of business operations to limit expenses.**

Measurement Criteria: *Negotiate service and maintenance contracts.*

Measurement Criteria: *Negotiate lease or purchase of facility.*

Measurement Criteria: *Develop company's budget.*

Measurement Criteria: *Use budgets to control operations.*

Measurement Criteria: *Develop expense-control plans.*

Measurement Criteria: *Analyze cash-flow patterns.*

Measurement Criteria: *Prepare cash-flow statements.*

Measurement Criteria: *Calculate financial ratios.*

Measurement Criteria: *Prepare balance sheets.*

Measurement Criteria: *Prepare profit-and-loss statements.*

Measurement Criteria: *Interpret financial statements.*

Measurement Criteria: *Analyze operating results in relation □ to budget/ industry.*

Measurement Criteria: *Prepare financial statements for audit.*

Pathway KS Statement: **Implement business ethics, regulations, and safeguards to protect the business and to create trust.**

Performance Element: **Apply ethics and government regulations to protect the business.**

Measurement Criteria: *Implement managerial ethics.*

Measurement Criteria: *Apply trade regulations.*

Measurement Criteria: *Analyze environmental regulations.*

Measurement Criteria: *Comply with tax regulations.*

Measurement Criteria: *Fulfill business's reporting requirements.*

Performance Element: **Create safety and security plans to minimize loss and to maximize return.**

Measurement Criteria: *Identify speculative business risks.*

Measurement Criteria: *Obtain insurance coverage.*

Measurement Criteria: *Develop strategies to protect digital data.*

Measurement Criteria: *Establish policies/procedures for preventing internal theft.*

Pathway Topic: Business Administration

Measurement Criteria: *Develop policies/procedures for preventing vendor theft.*

Measurement Criteria: *Develop procedures for preventing burglary.*

Measurement Criteria: *Establish fire-prevention program.*

Measurement Criteria: *Establish safety policies and procedures.*

Measurement Criteria: *Explain risk management.*

Performance Element: **Resolve safety and security breaches to create safe working environment and to minimize loss.**

Measurement Criteria: *Correct hazardous conditions.*

Measurement Criteria: *Settle insurance claims.*

Pathway Topic: Communication and Interpersonal Skills

Pathway KS Statement: **Implement communication and interpersonal skills to manage a business operation.**

Performance Element: **Communicate and apply interpersonal skills to manage a business.**

Measurement Criteria: *Prepare complex written reports.*

Measurement Criteria: *Fulfill management's role in customer relations.*

Pathway Topic: Marketing Functions

Pathway KS Statement: **Manage marketing activities to facilitate business development and growth.**

Performance Element: **Utilize distribution knowledge and skill to manage supply-chain activities.**

Measurement Criteria: *Interpret channel strategies.*

Measurement Criteria: *Select channels of distribution.*

Measurement Criteria: *Evaluate channel members.*

Performance Element: **Employ financial knowledge and skill to make business decisions.**

Measurement Criteria: *Make critical decisions regarding acceptance of bank cards.*

Measurement Criteria: *Explain the importance of business credit.*

Measurement Criteria: *Identify risks associated with obtaining business credit.*

Measurement Criteria: *Recognize sources of business financing.*

Measurement Criteria: *Explain loan evaluation criteria used by lending institutions.*

Measurement Criteria: *Determine financing needed for business operations.*

Measurement Criteria: *Determine financing needed to start a business.*

Measurement Criteria: *Complete loan application package.*

Performance Element: **Manage marketing-information to make business decisions.**

Measurement Criteria: *Assess marketing-information needs.*

Measurement Criteria: *Develop marketing-information management system.*

Measurement Criteria: *Identify considerations in implementing international marketing strategies.*

Measurement Criteria: *Select target market.*

Measurement Criteria: *Conduct SWOT analysis for use in marketing planning process.*

Measurement Criteria: *Forecast sales.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Develop marketing plan.*

Measurement Criteria: *Identify measures used to control marketing planning.*

Measurement Criteria: *Evaluate performance of marketing plan.*

Measurement Criteria: *Conduct marketing audits.*

Performance Element: **Utilize pricing strategies to maximize return and meet customers' perceptions of value.**

Measurement Criteria: *Select approach for setting a base price (cost, demand, competition).*

Measurement Criteria: *Determine cost of product (breakeven, ROI, markup).*

Measurement Criteria: *Calculate break-even.*

Measurement Criteria: *Identify strategies for pricing new products (for imitative new products, for innovative new products).*

Measurement Criteria: *Select product-mix pricing strategies (product line, option-product, captive-product, by-product, product bundle).*

Measurement Criteria: *Determine discounts and allowances that can be used to adjust base prices.*

Measurement Criteria: *Use psychological pricing to adjust base prices.*

Measurement Criteria: *Select promotional pricing strategies used to adjust base prices.*

Measurement Criteria: *Determine geographic pricing strategies to adjust base prices.*

Measurement Criteria: *Identify segmented pricing strategies that can be used to adjust base prices.*

Measurement Criteria: *Set prices.*

Measurement Criteria: *Adjust prices to maximize profitability.*

Performance Element: **Obtain, develop, maintain, and improve a product/service mix to respond to market opportunities.**

Measurement Criteria: *Plan product mix.*

Measurement Criteria: *Determine services to provide customers.*

Measurement Criteria: *Explain the role of customer service in positioning/image.*

Measurement Criteria: *Analyze factors that contribute to business success.*

Measurement Criteria: *Develop strategies to position product/business.*

Performance Element: **Utilize promotional knowledge and skill for communicating information to achieve a desired outcome.**

Measurement Criteria: *Conceptualize web-site design/components.*

Measurement Criteria: *Select advertising media.*

Measurement Criteria: *Buy advertisements.*

Measurement Criteria: *Evaluate effectiveness of advertising.*

Measurement Criteria: *Obtain publicity.*

Measurement Criteria: *Analyze costs/benefits of company participation in community activities.*

Measurement Criteria: *Develop a public relations plan.*

Measurement Criteria: *Design frequency marketing program.*

Measurement Criteria: *Analyze use of specialty catalogs.*

Measurement Criteria: *Develop a sales-promotion plan.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Use past advertisements to aid in promotional planning.*

Measurement Criteria: *Prepare promotional budget.*

Measurement Criteria: *Manage promotional allowances.*

Measurement Criteria: *Explain the use of advertising agencies.*

Measurement Criteria: *Develop an advertising campaign.*

Measurement Criteria: *Develop promotional plan for a business.*

Performance Element: **Manage the sales function to determine client needs and wants and to respond through planned, personalized communication.**

Measurement Criteria: *Analyze technology for use in the sales function.*

PATHWAY: Professional Sales and Marketing

Pathway Topic: Career Development

Pathway KS Statement: *Assess sales-career information to enhance opportunities for career success.*

Performance Element: *Analyze sales careers to determine careers of interest.*

Measurement Criteria: *Describe selling's impact on a market economy.*

Measurement Criteria: *Identify career opportunities in selling.*

Measurement Criteria: *Ascertain educational requirements for sales careers.*

Measurement Criteria: *Determine income ranges associated with sales careers.*

Measurement Criteria: *Assess working conditions associated with sales careers.*

Measurement Criteria: *Determine perquisites (perks) associated with sales careers.*

Measurement Criteria: *Describe the lifestyles of salespeople.*

Measurement Criteria: *Identify opportunities for advancement in sales careers.*

Measurement Criteria: *Explain the personal characteristics associated with sales success.*

Performance Element: *Compare individual's abilities, interests, and attitudes with those associated with sales success to determine the match between the two.*

Measurement Criteria: *Analyze desired lifestyle and that associated with sales careers.*

Measurement Criteria: *Discern between desired benefits and those associated with sales careers.*

Measurement Criteria: *Contrast personal characteristics with those associated with sales success.*

Measurement Criteria: *Examine similarities and differences between personal educational goals and educational requirements for sales careers.*

Pathway Topic: Selling Process and Techniques

Pathway KS Statement: *Employ processes and techniques to sell goods/services/ideas.*

Performance Element: *Acquire product knowledge needed to perform professional selling.*

Measurement Criteria: *Synthesize information accompanying product.*

Measurement Criteria: *Read promotional literature from manufacturers/service providers.*

Measurement Criteria: *Obtain product information available on the Web.*

Measurement Criteria: *Identify geographic area in which company provides products.**

Measurement Criteria: *Recognize company's product lines.*

Measurement Criteria: *Identify ways that customers will use products.*

Measurement Criteria: *Determine ways products will perform in different circumstances.*

Measurement Criteria: *Master techniques to access additional information or training efficiently.*

Measurement Criteria: *Determine sources of and information about competitors' products.*

Pathway Topic: Selling Process and Techniques

Measurement Criteria: Compare product with those of competitors.

Measurement Criteria: Identify product promotions or sales.

Measurement Criteria: Determine product benefits.

Performance Element: Prospect to maintain or increase client numbers in professional selling.

Measurement Criteria: Select prospecting techniques.

Measurement Criteria: Construct prospect list.

Measurement Criteria: Qualify leads.

Measurement Criteria: Maintain prospect list.

Measurement Criteria: Demonstrate prospecting procedures.

Performance Element: Complete preparation needed to make a sales presentation.

Measurement Criteria: Identify needed sales preparation.

Measurement Criteria: Write sales letters.

Measurement Criteria: Obtain/Create sales aids.

Measurement Criteria: Organize sales talk and materials.

Performance Element: Establish initial relationship with clients to sell goods/services/ideas.

Measurement Criteria: Analyze client information.

Measurement Criteria: Choose techniques to establish client relationships.

Measurement Criteria: Implement sales openings.

Measurement Criteria: Identify client's personality.

Measurement Criteria: Establish relationships with different types of clients.

Measurement Criteria: Maintain courteous, professional treatment throughout interaction.

Performance Element: Determine client needs/wants to increase the likelihood of making immediate and repeat sales.

Measurement Criteria: Question clients to obtain information useful in satisfying their needs.

Measurement Criteria: Identify client's buying motives as emotional, rational, or patronage.

Measurement Criteria: Ascertain extent of client's purchase decision making.

Measurement Criteria: Use probing techniques to obtain client information.

Measurement Criteria: Assess client's needs.

Performance Element: Employ recommendation processes and techniques to educate client and to sell goods/services/ideas.

Measurement Criteria: Base product recommendations on client buying motives and needs.

Measurement Criteria: Recommend product substitutions, when appropriate.

Measurement Criteria: Select product to demonstrate.

Measurement Criteria: Demonstrate product.

Measurement Criteria: Implement feature-benefit selling.

Measurement Criteria: Demonstrate cost/benefits/value to client.

Measurement Criteria: Communicate product improvements to client, when

Pathway Topic: Selling Process and Techniques

appropriate.

Measurement Criteria: *Provide accurate pricing information.*

Performance Element: **Convert objections into benefits to continue sales process.**

Measurement Criteria: *Compare objections and excuses.*

Measurement Criteria: *Recognize the importance of converting client objections into benefits.*

Measurement Criteria: *Provide rationale for product prices and about comparative advantages/disadvantages of differently priced offerings, when appropriate.*

Measurement Criteria: *Generate alternative solutions to client's expectations.*

Measurement Criteria: *Use techniques to convert client objections into benefits.*

Performance Element: **Close sales to conclude sales process.**

Measurement Criteria: *Make accurate judgments as to whether a client is ready to complete a sale.*

Measurement Criteria: *Evaluate verbal signals and body language to judge client's intentions.*

Measurement Criteria: *Use sales close appropriate to situation.*

Measurement Criteria: *Recommend additional products, as appropriate.*

Measurement Criteria: *Determine inventory availability.*

Measurement Criteria: *Negotiate sales agreement.*

Measurement Criteria: *Calculate client's charges.*

Measurement Criteria: *Process paperwork associated with sale.*

Measurement Criteria: *Provide clients with information, including accurate order numbers and properly completed paperwork, to enable them to check on status of delivery.*

Measurement Criteria: *Explain customer-service policies when closing sales.*

Measurement Criteria: *Process/Accept client's payment.*

Measurement Criteria: *Take equipment shortcuts to expedite transactions.*

Performance Element: **Develop and implement a sales follow-up plan to enhance client satisfaction and build sales.**

Measurement Criteria: *Identify types of follow-up activities.*

Measurement Criteria: *Determine occasions to follow up sales activities.*

Measurement Criteria: *Contact client in a timely fashion.*

Measurement Criteria: *Use appropriate follow-up activities that conform to company policies for sales situations.*

Measurement Criteria: *Communicate accurate information about product delivery, when appropriate.*

Measurement Criteria: *Take corrective measures, when needed.*

Measurement Criteria: *Resolve complaints.*

Measurement Criteria: *Maintain ongoing support and communication with client.*

Measurement Criteria: *Obtain feedback from clients.*

Measurement Criteria: *Treat customer courteously throughout follow-up.*

Measurement Criteria: *Provide suggestions for future purchases, including information on products that complement past purchases as*

Marketing, Sales and Service

Pathway Topic: Selling Process and Techniques

well as information on new products.

Measurement Criteria: *Educate client as to changes in standard procedure.*

Measurement Criteria: *Train client's personnel, when needed.*

Measurement Criteria: *Expand collaborative involvement between companies.*

Measurement Criteria: *Meet client's customer-service expectations.*

Pathway Topic: Sales Management

Pathway KS Statement: *Use staffing, organizing, leading, controlling, and planning to manage sales activities.*

Performance Element: *Staff sales force to meet company needs.*

Measurement Criteria: *Determine sales-force size.*

Measurement Criteria: *Establish structure of sales organization.*

Measurement Criteria: *Develop profile of desired salespeople.*

Measurement Criteria: *Select sales staff.*

Performance Element: *Organize sales-force and its activities to maximize effectiveness.*

Measurement Criteria: *Design sales territories.*

Measurement Criteria: *Assign staff to sales territories.*

Measurement Criteria: *Set up system for covering sales territories.*

Measurement Criteria: *Establish sales-call reporting activities.*

Measurement Criteria: *Design sales-force compensation plans and rewards.*

Performance Element: *Lead sales force to improve staff's sales abilities.*

Measurement Criteria: *Design sales-training program.*

Measurement Criteria: *Train sales force.*

Measurement Criteria: *Motivate sales teams.*

Measurement Criteria: *Conduct sales meetings.*

Measurement Criteria: *Coordinate efforts of multifunctional teams.*

Performance Element: *Control sales staff and activities to maximize sales.*

Measurement Criteria: *Prepare sales quotas.*

Measurement Criteria: *Prepare sales-territory analysis.*

Measurement Criteria: *Establish prospecting standards.*

Measurement Criteria: *Monitor ethical and legal conduct of sales force.*

Measurement Criteria: *Justify accounts through territory screening.*

Measurement Criteria: *Review and evaluate group sales performance, according to company policies and procedures for measuring and tracking sales goals.*

Measurement Criteria: *Review and evaluate individual sales performance, according to company policies and procedures for measuring and tracking sales goals.*

Performance Element: *Control sales staff and activities to minimize expenses.*

Measurement Criteria: *Develop expense-control plan for sales force.*

Measurement Criteria: *Analyze sales force's use of time.*

Measurement Criteria: *Monitor sales budgets.*

Pathway Topic: Sales Management

Performance Element: Plan sales activities and strategies to guide sales force.

Measurement Criteria: *Develop sales strategy.*

Measurement Criteria: *Implement sales tactics.*

Measurement Criteria: *Prepare sales budget.*

Pathway Topic: Marketing-Information Management

Pathway KS Statement: *Monitor marketing information to enhance sales opportunities.*

Performance Element: Predict sales to guide business activities.

Measurement Criteria: *Estimate market and sales potentials.*

Measurement Criteria: *Project sales forecasts realistically.*

PATHWAY: Buying and Merchandising

Pathway Topic: Career Development

Pathway KS Statement: *Assess buying and merchandising-career information to enhance opportunities for career success.*

Performance Element: Analyze buying and merchandising careers to determine careers of interest.

Measurement Criteria: *Identify career opportunities in buying and merchandising.*

Measurement Criteria: *Investigate the role and responsibilities of retail buyers and merchandisers.*

Measurement Criteria: *Recognize factors that affect the scope of buyers '/merchandisers' responsibilities.*

Measurement Criteria: *Compare and contrast buying for a single store with buying for multiple stores.*

Measurement Criteria: *Ascertain educational requirements for buying and merchandising careers.*

Measurement Criteria: *Determine income ranges associated with buying and merchandising careers.*

Measurement Criteria: *Assess working conditions associated with buying and merchandising careers.*

Measurement Criteria: *Determine perquisites (perks) associated with buying and merchandising careers.*

Measurement Criteria: *Describe the lifestyles of buyers and merchandisers.*

Measurement Criteria: *Identify career paths in buying and merchandising careers.*

Measurement Criteria: *Explain the personal characteristics associated with buying and merchandising success.*

Performance Element: Compare individual's abilities, interests, and attitudes with those associated with buying and merchandising success to determine the match between the two.

Measurement Criteria: *Analyze desired lifestyle and that associated with buying and merchandising careers.*

Measurement Criteria: *Discern between desired benefits and those associated with buying and merchandising careers.*

Measurement Criteria: *Contrast personal characteristics with those associated with buying and merchandising success.*

Measurement Criteria: *Examine similarities and differences between personal educational goals and educational requirements for buying and merchandising careers.*

Pathway Topic: Communication and Interpersonal Skills

Pathway KS Statement: *Employ communication and interpersonal skills to facilitate interactions with others.*

Performance Element: Communicate and apply interpersonal skills to manage buying and merchandising and to provide customer assistance.

Measurement Criteria: *Give directions to other locations.*

Measurement Criteria: *Verify customer's identification when providing age-restricted products.*

Pathway Topic: Communication and Interpersonal Skills

Measurement Criteria: *Prepare complex written reports.*

Measurement Criteria: *Fulfill management's role in customer relations.*

Pathway Topic: Business Administration

Pathway KS Statement: **Acquire foundational knowledge of retailing to understand its scope and impact on the economy.**

Performance Element: Investigate the retail industry to understand the background of retailing.

Measurement Criteria: *Identify reasons for changes occurring in retailing.*

Measurement Criteria: *Determine classifications of retailers.*

Measurement Criteria: *Ascertain advantages/disadvantages associated with each classification of retailer.*

Measurement Criteria: *Identify types of non-store retailers.*

Measurement Criteria: *Explain the growth of non-store retailing.*

Measurement Criteria: *Describe the evolution of retail competition.*

Measurement Criteria: *Analyze the impact of technology on retailing.*

Measurement Criteria: *Recognize the effects of international trade on buying and merchandising.*

Measurement Criteria: *Identify issues and trends in retailing.*

Performance Element: Compare and contrast in-store merchandising with online merchandising to determine their similarities and differences.

Measurement Criteria: *Distinguish between merchandising and marketing.*

Measurement Criteria: *Ascertain the importance of merchandising to retailers and to e-tailors.*

Measurement Criteria: *Distinguish between merchandising for brick-and-mortar retailers and for online retailers.*

Measurement Criteria: *Identify merchandising activities.*

Performance Element: Place orders/reorders to maintain appropriate levels of materials/equipment/supplies.

Measurement Criteria: *Identify factors to consider when placing orders/ reorders.*

Measurement Criteria: *Describe the use of smart cards in placing orders/ reorders.*

Measurement Criteria: *Calculate amount of order/reorder.*

Measurement Criteria: *Write purchase orders.*

Performance Element: Plan and evaluate purchasing activities to minimize expenses.

Measurement Criteria: *Analyze the use of central buying.*

Measurement Criteria: *Choose vendors.*

Measurement Criteria: *Negotiate terms with vendors.*

Measurement Criteria: *Follow up orders.*

Measurement Criteria: *Evaluate performance of vendors.*

Pathway KS Statement: **Implement business ethics, regulations, and safeguards to protect the business and to create trust.**

Performance Element: Apply ethics and government regulations to protect a retail business.

Measurement Criteria: *Implement managerial ethics.*

Pathway Topic: Business Administration

Measurement Criteria: *Apply trade regulations.*

Measurement Criteria: *Analyze environmental regulations.*

Measurement Criteria: *Comply with tax regulations.*

Measurement Criteria: *Fulfill business's reporting requirements.*

Measurement Criteria: *Record and report sales tax, when appropriate.*

Performance Element: **Plan and implement security measures to minimize loss and to create trust.**

Measurement Criteria: *Identify policies and procedures for handling shoplifters.*

Measurement Criteria: *Implement procedures for reducing bad-check losses.*

Measurement Criteria: *Establish policies/procedures for preventing internal theft.*

Measurement Criteria: *Develop policies/procedures for preventing vendor theft.*

Measurement Criteria: *Recognize procedures for handling robbery situations.*

Measurement Criteria: *Open/close business facility.*

Measurement Criteria: *Develop procedures for safeguarding cash.*

Measurement Criteria: *Complete bank deposits/records.*

Measurement Criteria: *Select security systems for the business.*

Measurement Criteria: *Conduct risk assessments.*

Performance Element: **Implement measures to maintain a safe working environment.**

Measurement Criteria: *Clean service and work areas.*

Pathway KS Statement: **Use leading, controlling, and planning to manage buying and merchandising activities.**

Performance Element: **Lead store/department staff to improve their job performance.**

Measurement Criteria: *Coordinate efforts of multifunctional teams.*

Measurement Criteria: *Coordinate activities with other departments/stores.*

Measurement Criteria: *Recognize management's role in the achievement of quality.*

Measurement Criteria: *Update staff on business and economic trends.*

Performance Element: **Maintain fiscal control of retail operations to minimize expenses and maximize profit.**

Measurement Criteria: *Develop expense-control plans.*

Performance Element: **Plan and implement activities and strategies to guide staff.**

Measurement Criteria: *Identify factors that affect planning.*

Measurement Criteria: *Develop strategies to achieve company goals/ objectives.*

Measurement Criteria: *Implement tactics to accomplish strategies.*

Pathway Topic: Marketing Functions

Pathway KS Statement: **Manage marketing activities to facilitate business's development and growth.**

Performance Element: **Utilize distribution knowledge and skill to manage supply-chain activities.**

Measurement Criteria: *Explain distribution issues and trends.*

Measurement Criteria: *Process incoming merchandise.*

Measurement Criteria: *Resolve problems with incoming shipments.*

Measurement Criteria: *Process returned/damaged product.*

Pathway Topic: Marketing Functions

- Measurement Criteria:** *Establish receiving schedules.*
- Measurement Criteria:** *Select bar-code system.*
- Measurement Criteria:** *Route stock to sales floor.*
- Measurement Criteria:** *Store merchandise.*
- Measurement Criteria:** *Select appropriate storage equipment.*
- Measurement Criteria:** *Plan storage space.*
- Measurement Criteria:** *Fulfill orders.*
- Measurement Criteria:** *Select best shipping method.*
- Measurement Criteria:** *Analyze shipping needs.*
- Measurement Criteria:** *Analyze capabilities of electronic business systems to facilitate order fulfillment.*
- Measurement Criteria:** *Assess order fulfillment processes.*
- Measurement Criteria:** *Maintain inventory levels.*
- Measurement Criteria:** *Complete inventory counts.*
- Measurement Criteria:** *Plan/organize inventory counts.*
- Measurement Criteria:** *Monitor merchandise classification system.*
- Measurement Criteria:** *Describe inventory control systems.*
- Measurement Criteria:** *Identify types of unit inventory-control systems.*
- Measurement Criteria:** *Determine inventory shrinkage.*
- Measurement Criteria:** *Maintain inventory-control systems.*
- Measurement Criteria:** *Develop inventory-control systems.*
- Measurement Criteria:** *Implement category management process.*
- Measurement Criteria:** *Develop collaborative relationships with channel members.*
- Measurement Criteria:** *Interpret channel strategies.*
- Measurement Criteria:** *Evaluate channel members.*
- Measurement Criteria:** *Establish system for processing dead/excess merchandise.*
- Measurement Criteria:** *Value inventory (LIFO, FIFO).*
- Measurement Criteria:** *Evaluate inventory (stock turnover, gross margin, return on inventory, open to buy, etc.).*

Performance Element: **Employ financial knowledge and skill to make retail decisions.**

- Measurement Criteria:** *Make critical decisions regarding acceptance of bank cards.*
- Measurement Criteria:** *Select strategies for electronic payment.*
- Measurement Criteria:** *Identify legal considerations for granting credit.*
- Measurement Criteria:** *Recognize factors affecting the extension of credit.*
- Measurement Criteria:** *Determine creditworthiness of customers/clients.*
- Measurement Criteria:** *Collect payments.*
- Measurement Criteria:** *Close credit accounts.*
- Measurement Criteria:** *Establish collection procedures.*
- Measurement Criteria:** *Explain the importance of business credit.*
- Measurement Criteria:** *Identify risks associated with obtaining business credit.*
- Measurement Criteria:** *Recognize sources of business financing.*

Performance Element: **Manage marketing-information to make retail decisions.**

- Measurement Criteria:** *Identify information helpful to retailers in planning.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Identify data available through online tracking methods.*

Measurement Criteria: *Assess marketing-information needs.*

Measurement Criteria: *Assess trading area.*

Measurement Criteria: *Identify factors to consider when selecting a store site.*

Measurement Criteria: *Conduct a location feasibility study.*

Measurement Criteria: *Investigate competitors' environments, activities, and product offerings.*

Measurement Criteria: *Identify trends.*

Measurement Criteria: *Identify considerations in implementing international marketing strategies.*

Measurement Criteria: *Select target market.*

Measurement Criteria: *Assess product categories using spreadsheets.*

Measurement Criteria: *Predict patterns of demand.*

Measurement Criteria: *Forecast sales.*

Measurement Criteria: *Develop marketing plan.*

Measurement Criteria: *Evaluate performance of marketing plan.*

Performance Element: **Utilize pricing strategies to maximize return and meet customers' perceptions of value.**

Measurement Criteria: *Select approach for setting a base price (cost, demand, competition).*

Measurement Criteria: *Determine cost of product (breakeven, ROI, markup).*

Measurement Criteria: *Calculate break-even.*

Measurement Criteria: *Identify strategies for pricing new products (for imitative new products, for innovative new products).*

Measurement Criteria: *Select product-mix pricing strategies (product line, option-product, captive-product, by-product, product bundle)*

Measurement Criteria: *Determine discounts and allowances that can be used to adjust base prices.*

Measurement Criteria: *Use psychological pricing to adjust base prices.*

Measurement Criteria: *Select promotional pricing strategies to adjust base prices.*

Measurement Criteria: *Determine geographic pricing strategies to adjust base prices.*

Measurement Criteria: *Identify segmented pricing strategies that can be used to adjust base prices.*

Measurement Criteria: *Set prices.*

Measurement Criteria: *Adjust prices to maximize profitability.*

Measurement Criteria: *Evaluate pricing decisions.*

Performance Element: **Obtain, develop, maintain, and improve a product/service mix to respond to market opportunities.**

Measurement Criteria: *Plan product mix.*

Measurement Criteria: *Determine services to provide customers.*

Measurement Criteria: *Recognize the role of customer service in positioning/image.*

Measurement Criteria: *Establish merchandise standards.*

Measurement Criteria: *Develop strategies to position product/business.*

Measurement Criteria: *Determine the feasibility of having a web presence.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Explain environmental factors conducive to customer satisfaction.*

Measurement Criteria: *Determine space requirements and allocation.*

Measurement Criteria: *Design store's layout.*

Measurement Criteria: *Create desired atmosphere.*

Measurement Criteria: *Explain the nature of merchandise plans (budgets).*

Measurement Criteria: *Plan stock.*

Measurement Criteria: *Plan reductions.*

Measurement Criteria: *Plan purchases.*

Measurement Criteria: *Determine what to buy.*

Measurement Criteria: *Determine quantities to buy.*

Measurement Criteria: *Determine when to buy.*

Measurement Criteria: *Plan gross margin.*

Measurement Criteria: *Prepare merchandise plan (budget).*

Measurement Criteria: *Select resident buying office.*

Measurement Criteria: *Compare and contrast buying from domestic sources with that of foreign sources.*

Measurement Criteria: *Determine final cost of purchases from domestic and international sources.*

Measurement Criteria: *Plan and make market trips.*

Measurement Criteria: *Negotiate special buying situations with vendors.*

Performance Element: **Utilize promotional knowledge and skill for communicating information to achieve a desired outcome.**

Measurement Criteria: *Prepare request for advertising.*

Measurement Criteria: *Evaluate effectiveness of advertising.*

Measurement Criteria: *Obtain publicity.*

Measurement Criteria: *Analyze costs/benefits of company participation in community activities.*

Measurement Criteria: *Plan special events.*

Measurement Criteria: *Prepare store/department for special event.*

Measurement Criteria: *Investigate the use of visual merchandising in retailing.*

Measurement Criteria: *Identify types of display arrangements.*

Measurement Criteria: *Maintain displays.*

Measurement Criteria: *Dismantle/store displays/display fixtures/forms.*

Measurement Criteria: *Create promotional signs.*

Measurement Criteria: *Select and use display fixtures/forms.*

Measurement Criteria: *Set up point-of-sale displays and handouts.*

Measurement Criteria: *Create displays.*

Measurement Criteria: *Inspect/approve displays.*

Measurement Criteria: *Plan/schedule displays/themes with management.*

Measurement Criteria: *Plan visual merchandising activities.*

Measurement Criteria: *Develop promotional campaign.*

Measurement Criteria: *Use past advertisements to aid in promotional planning.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Manage promotional allowances.*

Performance Element: **Manage the sales function to determine client needs and wants and to respond through planned, personalized communication.**

Measurement Criteria: *Acquire product information for use in selling.*

Measurement Criteria: *Analyze product information to identify product features and benefits.*

Measurement Criteria: *Facilitate retail sales.*

Measurement Criteria: *Recognize the use of brand names in selling.*

Measurement Criteria: *Establish relationship with customer.*

Measurement Criteria: *Address needs of individual personalities.*

Measurement Criteria: *Determine customer needs.*

Measurement Criteria: *Identify customer's buying motives for use in selling.*

Measurement Criteria: *Facilitate customer buying decisions.*

Measurement Criteria: *Assess customer needs.*

Measurement Criteria: *Recommend specific product.*

Measurement Criteria: *Demonstrate product.*

Measurement Criteria: *Prescribe solution to customer needs.*

Measurement Criteria: *Convert customer objections into selling points.*

Measurement Criteria: *Close the sale.*

Measurement Criteria: *Demonstrate suggestion selling.*

Measurement Criteria: *Plan follow-up strategies for use in selling.*

Measurement Criteria: *Process cash and credit sales.*

Measurement Criteria: *Accept checks from customers.*

Measurement Criteria: *Prepare cash drawers/banks.*

Measurement Criteria: *Open/close register/terminal.*

Measurement Criteria: *Arrange delivery of purchases.*

Measurement Criteria: *Pack and wrap purchases.*

Measurement Criteria: *Process special orders.*

Measurement Criteria: *Sell gift certificates.*

Measurement Criteria: *Process telephone orders.*

Measurement Criteria: *Process returns/exchanges.*

Measurement Criteria: *Analyze and interpret sales reports.*

PATHWAY: Marketing Communications and Promotion

Pathway Topic: Professional Development

Pathway KS Statement: *Assess marketing communication and promotion career information to enhance opportunities for career success.*

Performance Element: Analyze marketing communication and promotion careers to determine careers of interest.

Measurement Criteria: *Identify career opportunities in marketing communication and promotion.*

Measurement Criteria: *Investigate the role and responsibilities of marketing communication and promotion employees.*

Measurement Criteria: *Recognize factors that affect the scope of responsibilities of marketing communication and promotion employees.*

Measurement Criteria: *Ascertain educational requirements for marketing communication and promotion careers.*

Measurement Criteria: *Determine income ranges associated with marketing communication and promotion careers.*

Measurement Criteria: *Assess working conditions associated with marketing communication and promotion careers.*

Measurement Criteria: *Determine perquisites (perks) associated with marketing communication and promotion careers.*

Measurement Criteria: *Describe the lifestyles of marketing communication and promotion employees.*

Measurement Criteria: *Identify career paths in marketing communication and promotion careers.*

Measurement Criteria: *Describe traits important to marketing communication and promotion success.*

Measurement Criteria: *Assess the services provided by professional organizations in marketing communication and promotion.*

Performance Element: Compare individual's abilities, interests, and attitudes with those associated with marketing communication and promotion success to determine the match between the two.

Measurement Criteria: *Analyze desired lifestyle and that associated with marketing communication and promotion careers.*

Measurement Criteria: *Discern between desired benefits and those associated with marketing communication and promotion careers.*

Measurement Criteria: *Contrast personal characteristics with those associated with marketing communication and promotion success.*

Measurement Criteria: *Examine similarities and differences between personal educational goals and educational requirements for marketing communication and promotion careers.*

Pathway Topic: Communication and Interpersonal Skills

Pathway KS Statement: *Employ communication and interpersonal skills to facilitate interactions with others.*

Performance Element: Communicate with staff to clarify workplace objectives and maximize workflow.

Measurement Criteria:

Pathway Topic: Communication and Interpersonal Skills

Participate in meetings and problem-solving groups.

Measurement Criteria: *Resolve complaints.*

Performance Element: **Communicate and apply interpersonal skills to manage marketing communication and promotion activities.**

Measurement Criteria: *Apply ethics to online communication.*

Measurement Criteria: *Employ communication and interpersonal skills appropriate to the culture and audience.*

Pathway Topic: Business Administration

Pathway KS Statement: **Acquire foundational knowledge of marketing communication and promotion to understand its scope and impact on business.**

Performance Element: **Investigate the marketing communication and promotion industry to understand its background.**

Measurement Criteria: *Describe the advertising industry.*

Measurement Criteria: *Identify types of advertising agencies.*

Measurement Criteria: *Explain departmental divisions of advertising agencies.*

Measurement Criteria: *Identify reasons for changes occurring in marketing communication and promotion.*

Measurement Criteria: *Recognize types of marketing communication and promotion activities.*

Measurement Criteria: *Identify factors affecting the development and growth of the advertising industry.*

Measurement Criteria: *Explain the economic and social effects of advertising.*

Measurement Criteria: *Analyze the impact of technology on marketing communication and promotion.*

Measurement Criteria: *Recognize the effects of international trade on marketing communication and promotion.*

Measurement Criteria: *Identify issues and trends in marketing communication and promotion.*

Measurement Criteria: *Determine types of technology needed by agency/ business.*

Measurement Criteria: *Determine the impact of the Internet on marketing.*

Measurement Criteria: *Identify issues and trends in e-commerce.*

Performance Element: **Place orders/reorders to maintain appropriate levels of materials/equipment/supplies.**

Measurement Criteria: *Identify factors to consider when placing orders/ reorders.*

Measurement Criteria: *Describe the use of smart cards in placing orders/ reorders.*

Measurement Criteria: *Calculate amount of order/reorder.*

Measurement Criteria: *Write purchase orders.*

Pathway KS Statement: **Apply technological tools in the workplace to expedite work flow and to prepare professional looking materials.**

Performance Element: **Demonstrate basic desktop publishing functions to prepare promotional materials.**

Measurement Criteria: *Identify examples of desktop publishing programs.*

Pathway Topic: Business Administration

Measurement Criteria: *Recognize the capabilities of desktop publishing programs.*

Measurement Criteria: *Determine the benefits of using desktop publishing software.*

Measurement Criteria: *Employ elements of design in desktop publishing (i.e., lines, shapes, mass, texture, and color).*

Measurement Criteria: *Apply principles of design when using desktop publishing (i.e., balance, proximity, alignment, repetition, contrast, and white space).*

Measurement Criteria: *Identify considerations in selecting fonts/typefaces for use in documents.*

Measurement Criteria: *Recognize the importance of desktop publishing planning.*

Measurement Criteria: *Select grids to use in desktop publishing.*

Measurement Criteria: *Scan images.*

Measurement Criteria: *Wrap text around images.*

Measurement Criteria: *Add color to document/image.*

Measurement Criteria: *Employ repurposing tools.*

Measurement Criteria: *Edit photographs.*

Measurement Criteria: *Manipulate graphics to achieve desired image.*

Measurement Criteria: *Arrange text and graphics on page.*

Measurement Criteria: *Overlap graphics and text elements.*

Measurement Criteria: *Add frame/box/border to a text document.*

Measurement Criteria: *Prepare documents using desktop publishing program.*

Performance Element: **Integrate software applications to prepare professional looking materials.**

Measurement Criteria: *Identify situations in which integration of software applications is appropriate.*

Measurement Criteria: *Move and copy information between applications.*

Measurement Criteria: *Embed information in applications.*

Measurement Criteria: *Link objects between applications.*

Measurement Criteria: *Prepare documents that require software applications integration.*

Performance Element: **Recognize tools used in web-site creation to understand their capabilities.**

Measurement Criteria: *Recognize capabilities of web-site creation tools.*

Measurement Criteria: *Explain typography used in web-site creation.*

Measurement Criteria: *Identify graphics options for web-site creation.*

Measurement Criteria: *Describe navigation tools/requirements in web-site creation.*

Measurement Criteria: *Determine features/benefits of shopping carts.*

Measurement Criteria: *Explain reasons and considerations in using hyperlinks and buttons on web pages.*

Measurement Criteria: *Recognize the use of drop down menus.*

Measurement Criteria: *Describe the use of site templates to facilitate page creation.*

Measurement Criteria: *Determine the purpose of text editors.*

Measurement Criteria: *Identify software applications that can be used to create mock-ups of web pages.*

Pathway Topic: Business Administration

Measurement Criteria: *Compare and contrast the capabilities of software applications in web-page creation.*

Pathway KS Statement: **Implement business ethics, regulations, and safeguards to protect the business and to create trust.**

Performance Element: Apply ethics and regulations to protect an agency/business.

Measurement Criteria: *Implement managerial ethics.*

Measurement Criteria: *Identify legal considerations in e-commerce.*

Performance Element: Plan and implement security measures to minimize loss and to create trust.

Measurement Criteria: *Maintain data security.*

Measurement Criteria: *Develop strategies to protect digital data.*

Measurement Criteria: *Identify strategies for protecting business's web site.*

Measurement Criteria: *Identify strategies for protecting online customer transactions.*

Pathway KS Statement: **Use organizing, leading, and planning to manage marketing communication and promotion activities.**

Performance Element: Organize work efforts and staff to enhance work flow.

Measurement Criteria: *Coordinate efforts of multifunctional teams.*

Measurement Criteria: *Coordinate activities with other departments.*

Performance Element: Lead staff to improve their job performance.

Measurement Criteria: *Recognize management's role in the achievement of quality.*

Measurement Criteria: *Mentor/coach staff members.*

Performance Element: Plan and implement activities and strategies to guide staff.

Measurement Criteria: *Identify factors that affect planning.*

Measurement Criteria: *Implement tactics to accomplish strategies.*

Pathway Topic: Marketing Communication and Promotion Activities

Pathway KS Statement: **Manage marketing communication and promotion activities to facilitate business's development and growth and to contribute to customer satisfaction.**

Performance Element: Acquire foundational knowledge of marketing communication and promotion activities to gain an understanding of their nature and scope.

Measurement Criteria: *Explain the nature and scope of marketing communication and promotion in the advertising industry.*

Measurement Criteria: *Identify factors affecting international marketing communication and promotion.*

Performance Element: Advertise to communicate with targeted audiences.

Measurement Criteria: *Describe the use of color in advertisements.*

Measurement Criteria: *Develop advertising headlines.*

Measurement Criteria: *Select illustrations for advertisements.*

Measurement Criteria: *Determine copy strategies.*

Measurement Criteria: *Select type style and font for advertisements.*

Measurement Criteria: *Create advertising layouts.*

Pathway Topic: Marketing Communication and Promotion Activities

Measurement Criteria: *Prepare advertisements.*

Measurement Criteria: *Check advertising proofs.*

Measurement Criteria: *Write direct-mail letters.*

Measurement Criteria: *Compare and contrast online advertisements with traditional advertisements.*

Measurement Criteria: *Explain e-mail marketing.*

Measurement Criteria: *Write content to use on the Internet.*

Measurement Criteria: *Explain e-mail marketing.*

Measurement Criteria: *Execute targeted e-mails.*

Measurement Criteria: *Select strategies for online advertising.*

Measurement Criteria: *Develop direct advertising strategies.*

Measurement Criteria: *Conceptualize web-site design/components.*

Measurement Criteria: *Pre-test advertising.*

Measurement Criteria: *Measure media audience.*

Measurement Criteria: *Select advertising media.*

Measurement Criteria: *Select placement of advertisements.*

Measurement Criteria: *Buy advertising time/space.*

Measurement Criteria: *Schedule media.*

Measurement Criteria: *Conduct advertising tracking studies.*

Measurement Criteria: *Evaluate effectiveness of advertising.*

Performance Element: **Conduct publicity and public relations to create goodwill and to remind others about business activities.**

Measurement Criteria: *Obtain publicity.*

Measurement Criteria: *Coordinate news releases.*

Measurement Criteria: *Analyze costs/benefits of company participation in community activities.*

Measurement Criteria: *Create interactive public relations.*

Measurement Criteria: *Develop a public-relations plan.*

Performance Element: **Employ sales promotion activities to inform or remind others.**

Measurement Criteria: *Recognize the use of slogans in sales promotion.*

Measurement Criteria: *Create promotional signs.*

Measurement Criteria: *Design company brochures.*

Measurement Criteria: *Develop sales packets for clients.*

Measurement Criteria: *Design catalogs.*

Measurement Criteria: *Design frequency marketing program.*

Measurement Criteria: *Analyze use of specialty promotions.*

Measurement Criteria: *Create online sales promotions.*

Measurement Criteria: *Develop a sales-promotion plan.*

Performance Element: **Manage promotional activities and staff to expedite work, to coordinate activities, and to maximize the value of marketing communication and promotion.**

Measurement Criteria: *Select techniques for promoting web sites.*

Measurement Criteria: *Use past advertisements to aid in promotional planning.*

Pathway Topic: Marketing Communication and Promotion Activities

Measurement Criteria: *Select techniques to improve online response rates.*

Measurement Criteria: *Predict and control promotional expenditures.*

Measurement Criteria: *Prepare promotional budgets.*

Measurement Criteria: *Employ a computerized promotional budget system.*

Measurement Criteria: *Develop an advertising campaign.*

Measurement Criteria: *Develop promotional plan for a business.*

Measurement Criteria: *Incorporate e-commerce considerations into promotional plan.*

Measurement Criteria: *Select strategies for delivering promotional materials to clients.*

Measurement Criteria: *Determine effectiveness of promotional efforts.*

Pathway Topic: Marketing Functions

Pathway KS Statement: *Manage marketing activities to facilitate business development and growth.*

Performance Element: *Utilize distribution knowledge and skill to manage supply-chain activities.*

Measurement Criteria: *Interpret channel strategies.*

Measurement Criteria: *Select channels of distribution.*

Measurement Criteria: *Evaluate channel members.*

Performance Element: *Employ financial knowledge and skill to make business decisions.*

Measurement Criteria: *Identify strategies for electronic payment.*

Measurement Criteria: *Explain the importance of business credit.*

Measurement Criteria: *Identify risks associated with obtaining business credit.*

Measurement Criteria: *Recognize sources of business financing.*

Measurement Criteria: *Explain loan evaluation criteria used by lending institutions.*

Measurement Criteria: *Determine financing needed for business operations.*

Measurement Criteria: *Complete loan application package.*

Performance Element: *Manage marketing-information to make business decisions.*

Measurement Criteria: *Recognize privacy issues in e-commerce.*

Measurement Criteria: *Identify data available through online tracking methods.*

Measurement Criteria: *Use web-site tracking methods for decision making.*

Measurement Criteria: *Employ online marketing research tools/techniques to collect primary and secondary data.*

Measurement Criteria: *Maintain customer database.*

Measurement Criteria: *Recognize the value of data mining in marketing communication and promotion.*

Measurement Criteria: *Use results of data mining to make marketing decisions.*

Measurement Criteria: *Develop customer/client profile.*

Measurement Criteria: *Assess trading areas.*

Measurement Criteria: *Identify factors to consider when selecting a business site.*

Measurement Criteria: *Conduct location feasibility study.*

Measurement Criteria: *Implement target marketing for marketing communication and promotion activities.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Identify online target market.*

Performance Element: **Manage pricing strategies to maximize return and meet customers' perceptions of value.**

Measurement Criteria: *Identify factors affecting marketing communication and promotion services prices.*

Measurement Criteria: *Set prices for marketing communications and promotion services.*

Performance Element: **Manage product/service management activities to assist in obtaining, developing, maintaining, and improving a product/service mix that responds to market opportunities.**

Measurement Criteria: *Describe marketing communication and promotion services.*

Measurement Criteria: *Maintain/update web site.*

Measurement Criteria: *Identify customization strategies for e-commerce activities.*

Measurement Criteria: *Evaluate effectiveness of advertising services.*

Measurement Criteria: *Select personalization strategies for e-commerce activities.*

Measurement Criteria: *Optimize business's web-site placement with major search engines and directories.*

Measurement Criteria: *Use the Internet to build brand equity.*

Measurement Criteria: *Identify customer-service issues in e-commerce.*

Measurement Criteria: *Develop strategies to position product/business.*

Measurement Criteria: *Evaluate e-customer experience.*

Performance Element: **Manage the sales function to determine client needs and wants and to respond through planned, personalized communication.**

Measurement Criteria: *Identify unique aspects of Internet sales.*

Measurement Criteria: *Recognize the nature of customer support for online sales.*

Measurement Criteria: *Determine strategies for online customer support.*

Measurement Criteria: *Explain the use of brand names in selling.*

Measurement Criteria: *Distinguish between online consumer and organizational buying behavior.*

Measurement Criteria: *Develop a plan for online suggestion selling.*

Measurement Criteria: *Train sales staff in use of the Internet.*

Measurement Criteria: *Analyze technology for use in the sales function.*

Measurement Criteria: *Develop plan for selling online.*

PATHWAY: Marketing Information Management and Research

Pathway Topic: Career Development

Pathway KS Statement: *Assess marketing information and research career information to enhance opportunities for career success.*

Performance Element: Analyze marketing information and research careers to determine careers of interest.

Measurement Criteria: *Identify career opportunities in marketing information and research.*

Measurement Criteria: *Investigate the role and responsibilities of marketing information and research employees.*

Measurement Criteria: *Recognize factors that affect the scope of responsibilities of marketing information and research employees.*

Measurement Criteria: *Ascertain educational requirements for marketing information and research careers.*

Measurement Criteria: *Determine income ranges associated with marketing information and research careers.*

Measurement Criteria: *Assess working conditions associated with marketing information and research careers.*

Measurement Criteria: *Determine perquisites (perks) associated with marketing information and research careers.*

Measurement Criteria: *Describe the lifestyles of marketing information and research employees.*

Measurement Criteria: *Identify career paths in marketing information and research careers.*

Measurement Criteria: *Explain the personal characteristics associated with marketing information and research success.*

Measurement Criteria: *Identify types of marketing-research firms.*

Performance Element: Compare individual's abilities, interests, and attitudes with those associated with marketing information and research success to determine the match between the two.

Measurement Criteria: *Analyze desired lifestyle and that associated with marketing information and research careers.*

Measurement Criteria: *Discern between desired benefits and those associated with marketing information and research.*

Measurement Criteria: *Contrast personal characteristics with those associated with marketing information and research success.*

Measurement Criteria: *Examine similarities and differences between personal educational goals and educational requirements for marketing information and research careers.*

Pathway Topic: Communication and Interpersonal Skills

Pathway KS Statement: *Employ communication and interpersonal skills to facilitate interaction with others.*

Performance Element: Communicate with staff to clarify workplace objectives and maximize workflow.

Measurement Criteria: *Participate in meetings and problem-solving groups.*

Marketing, Sales and Service

Pathway Topic: Communication and Interpersonal Skills

Measurement Criteria: *Resolve complaints.*

Performance Element: Communicate and apply interpersonal skills to manage marketing information and research.

Measurement Criteria: *Prepare complex written reports.*

Measurement Criteria: *Write cover letter for surveys.*

Pathway Topic: Business Administration

Pathway KS Statement: *Acquire foundational knowledge of marketing information and research to understand its scope and impact on business.*

Performance Element: Investigate the marketing information and research industry to understand its background.

Measurement Criteria: *Identify reasons for changes occurring in marketing-information management and research.*

Measurement Criteria: *Recognize types of marketing information and research activities.*

Measurement Criteria: *Analyze the impact of technology on marketing-information management and research.*

Measurement Criteria: *Recognize the effects of international trade on marketing information and research.*

Measurement Criteria: *Identify issues and trends in marketing information and research.*

Pathway KS Statement: *Implement business ethics and safeguards to protect the business and to create trust.*

Performance Element: Apply ethics to protect a business.

Measurement Criteria: *Implement managerial ethics.*

Performance Element: Plan and implement security measures to minimize loss and to create trust.

Measurement Criteria: *Maintain data security.*

Performance Element: Implement measures to maintain a safe working environment.

Measurement Criteria: *Clean service and work areas.*

Pathway KS Statement: *Use organizing, leading, and planning to manage marketing information and research activities.*

Performance Element: Organize work efforts and staff to enhance work flow.

Measurement Criteria: *Coordinate efforts of multifunctional teams.*

Measurement Criteria: *Coordinate activities with other departments.*

Measurement Criteria: *Manage cross-functional activities.*

Performance Element: Lead staff to improve their job performance.

Measurement Criteria: *Recognize management's role in the achievement of quality.*

Measurement Criteria: *Mentor/coach staff members.*

Performance Element: Plan and implement activities and strategies to guide staff.

Measurement Criteria: *Identify factors that affect planning.*

Measurement Criteria: *Implement tactics to accomplish strategies.*

Measurement Criteria: *Provide input into strategic planning.*

Pathway Topic: Marketing-Information Management

Pathway KS Statement: *Manage marketing-information and research activities to facilitate business's development and growth and to contribute to customer satisfaction.*

Performance Element: Acquire foundational knowledge of marketing-information and research to understand what information and equipment are needed to carry out marketing information and research activities.

Measurement Criteria: *Assess information needs.*

Measurement Criteria: *Describe the use of electronic data interchange (EDI) in marketing information and research activities.*

Measurement Criteria: *Analyze capabilities of electronic business systems in marketing-information management and research.*

Performance Element: Collect marketing information to facilitate decision making.

Measurement Criteria: *Differentiate between external and internal information monitoring.*

Measurement Criteria: *Identify sources of primary and secondary data.*

Measurement Criteria: *Obtain information from customer databases.*

Measurement Criteria: *Employ computer search engines to locate marketing research information.*

Measurement Criteria: *Search online databases to access marketing information.*

Measurement Criteria: *Data mine web log for marketing information.*

Measurement Criteria: *Purchase information services.*

Measurement Criteria: *Collect information about the competition.*

Measurement Criteria: *Track technological changes.*

Measurement Criteria: *Monitor consumer needs.*

Measurement Criteria: *Track economic changes.*

Measurement Criteria: *Track regulatory changes.*

Measurement Criteria: *Obtain and track information about domestic and foreign suppliers/manufacturers.*

Measurement Criteria: *Monitor sales data (by volume, product, territory, channel, time period, etc.)*

Measurement Criteria: *Collect and monitor transactional data through electronic means (e.g., bar coding, optical scanners, automatic replenishing systems, electronic data interchange [EDI], and reader-sorters).*

Measurement Criteria: *Monitor inventory data.*

Measurement Criteria: *Track cost data.*

Measurement Criteria: *Collect product-quality data.*

Measurement Criteria: *Measure market size, composition, and structure.*

Measurement Criteria: *Analyze purchasing behavior.*

Measurement Criteria: *Analyze market areas using spatial modeling techniques.*

Measurement Criteria: *Evaluate product usage.*

Measurement Criteria: *Conduct SWOT analysis.*

Performance Element: Design and implement marketing research activities to test hypotheses and/or resolve issues.

Pathway Topic: Marketing-Information Management

Measurement Criteria: *Compare and contrast marketing-information management with marketing research.*

Measurement Criteria: *Distinguish between types of marketing research (e.g., quantitative vs. qualitative, ad hoc vs. continuous, etc.).*

Measurement Criteria: *Diagnose the marketing-research problem/issue.*

Measurement Criteria: *Identify research approaches (e.g., observation, survey, experiment) appropriate to the research problem.*

Measurement Criteria: *Select data-collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners).*

Measurement Criteria: *Evaluate the relationship between the research purpose and the marketing research objectives.*

Measurement Criteria: *Estimate the value of research information.*

Measurement Criteria: *Compare and contrast validity and reliability.*

Measurement Criteria: *Distinguish between purposive and representative samples.*

Measurement Criteria: *Compare and contrast probability and non-probability sampling.*

Measurement Criteria: *Determine needed sample size.*

Measurement Criteria: *Develop sampling plans (i.e., who, how many, how chosen).*

Measurement Criteria: *Prepare research briefs and proposals.*

Measurement Criteria: *Control sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design).*

Measurement Criteria: *Develop rating scales.*

Measurement Criteria: *Prepare diaries (e.g., product, media-use, contact).*

Measurement Criteria: *Create and administer simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout).*

Measurement Criteria: *Conduct telephone interviews.*

Measurement Criteria: *Select attitudinal scaling format (e.g., Likert scales, semantic differential scales, behavior intention scales).*

Measurement Criteria: *Employ techniques to assess ongoing behavior (e.g., business records; manual record sheets; electronic recording devices for telephone, personal, and computer interviewing; smart cards; audio-visual equipment).*

Measurement Criteria: *Conduct experiments (e.g., lab and field experiments).*

Measurement Criteria: *Conduct in-depth interviews.*

Measurement Criteria: *Conduct focus groups.*

Measurement Criteria: *Conduct continuous panel research.*

Measurement Criteria: *Conduct test markets.*

Measurement Criteria: *Evaluate marketing research studies.*

Measurement Criteria: *Assess quality of contracted research firms.*

Performance Element: **Process marketing information to translate data into useful information for decision making.**

Measurement Criteria: *Edit research data.*

Measurement Criteria: *Code research data.*

Pathway Topic: Marketing-Information Management

Measurement Criteria: *Conduct error detection/edit routines.*

Measurement Criteria: *Tabulate data.*

Measurement Criteria: *Create data matrix.*

Measurement Criteria: *Apply statistical methods and software systems to aid in data interpretation (e.g., testing for significant differences, testing for relationships, testing for association).*

Measurement Criteria: *Identify types of modeling techniques.*

Measurement Criteria: *Apply mathematical modeling techniques.*

Measurement Criteria: *Use statistical inferences to make estimates or to test hypotheses.*

Measurement Criteria: *Create and use marketing decision support systems to evaluate alternative solutions to marketing problems.*

Measurement Criteria: *Analyze narrative text (e.g., sorting, classifying/categorizing, identifying patterns, interpreting, selecting mechanical analysis approaches).*

Measurement Criteria: *Interpret research data into information for decision making.*

Measurement Criteria: *Display data in charts/graphs or in tables.*

Performance Element: **Report findings to communicate research information to others.**

Measurement Criteria: *Provide sales analysis reports.*

Measurement Criteria: *Provide simulators.*

Measurement Criteria: *Prepare and use presentation software to support oral reports.*

Measurement Criteria: *Present findings to client orally.*

Measurement Criteria: *Prepare written reports for decision making.*

Measurement Criteria: *Post marketing results on web page.*

Performance Element: **Employ marketing information to plan marketing activities.**

Measurement Criteria: *Select target market.*

Measurement Criteria: *Identify trends.*

Measurement Criteria: *Predict demand patterns.*

Measurement Criteria: *Forecast sales.*

Measurement Criteria: *Predict brand share.*

Measurement Criteria: *Estimate market share.*

Measurement Criteria: *Conduct environmental forecasting.*

Measurement Criteria: *Prepare trend analyses.*

Measurement Criteria: *Develop customer profiles.*

Measurement Criteria: *Determine usage patterns.*

Measurement Criteria: *Identify measures used to control marketing planning.*

Measurement Criteria: *Evaluate performance of marketing plan.*

Measurement Criteria: *Conduct marketing audits.*

Pathway Topic: Marketing Functions

Pathway KS Statement: **Manage marketing information to facilitate marketing functions.**

Performance Element: **Manage marketing-information to make and evaluate**

Pathway Topic: Marketing Functions

logistical decisions.

Measurement Criteria: *Identify information helpful to supply chain members in planning.*

Measurement Criteria: *Identify data available through online tracking methods.*

Measurement Criteria: *Assess bar-code data.*

Measurement Criteria: *Monitor inventory data.*

Measurement Criteria: *Track cost data.*

Measurement Criteria: *Collect product quality data.*

Measurement Criteria: *Conduct total cost analysis of logistics.*

Measurement Criteria: *Analyze service sensitivity.*

Measurement Criteria: *Evaluate suppliers.*

Measurement Criteria: *Evaluate use of wholesalers in product distribution.*

Performance Element: Manage marketing information to facilitate pricing strategies that maximize return and meet customers' perceptions of value.

Measurement Criteria: *Conduct demand analysis.*

Measurement Criteria: *Determine price sensitivity.*

Performance Element: Manage marketing information to assist in obtaining, developing, maintaining, and improving a product/service mix that responds to market opportunities.

Measurement Criteria: *Conduct product analysis.*

Measurement Criteria: *Conduct customer-satisfaction studies.*

Measurement Criteria: *Conduct service-quality studies.*

Measurement Criteria: *Identify new-product opportunities.*

Measurement Criteria: *Test product concepts.*

Measurement Criteria: *Design and conduct product tests.*

Measurement Criteria: *Determine attitudes towards products and brands.*

Measurement Criteria: *Provide information to launch new products.*

Measurement Criteria: *Estimate repeat purchase rate.*

Measurement Criteria: *Estimate purchase cycle.*

Performance Element: Manage marketing information to facilitate promotional activities.

Measurement Criteria: *Pre-test advertising.*

Measurement Criteria: *Conduct advertising tracking studies.*

Measurement Criteria: *Measure media audience.*

Measurement Criteria: *Predict and control promotional expenditures.*

Measurement Criteria: *Employ a computerized promotional budget system.*

PATHWAY: Distribution and Logistics

Pathway Topic: Career Development

Pathway KS Statement: *Assess distribution and logistics-career information to enhance opportunities for career success.*

Performance Element: Analyze distribution and logistics careers to determine careers of interest.

Measurement Criteria: *Identify career opportunities in distribution and logistics.*

Measurement Criteria: *Investigate the role and responsibilities of distribution/logistics employees.*

Measurement Criteria: *Recognize factors that affect the scope of responsibilities of distribution/logistics employees.*

Measurement Criteria: *Ascertain educational requirements for distribution and logistics careers.*

Measurement Criteria: *Determine income ranges associated with distribution and logistics careers.*

Measurement Criteria: *Assess working conditions associated with distribution and logistics careers.*

Measurement Criteria: *Determine perquisites (perks) associated with distribution and logistics careers.*

Measurement Criteria: *Describe the lifestyles of distribution and logistics employees.*

Measurement Criteria: *Identify career paths in distribution and logistics careers.*

Measurement Criteria: *Explain the personal characteristics associated with distribution and logistics success.*

Performance Element: Compare individual's abilities, interests, and attitudes with those associated with distribution and logistics success to determine the match between the two.

Measurement Criteria: *Analyze desired lifestyle and that associated with distribution and logistics careers.*

Measurement Criteria: *Discern between desired benefits and those associated with distribution and logistics careers.*

Measurement Criteria: *Contrast personal characteristics with those associated with distribution and logistics success.*

Measurement Criteria: *Examine similarities and differences between personal educational goals and educational requirements for distribution and logistics careers.*

Pathway Topic: Communication and Interpersonal Skills

Pathway KS Statement: *Employ communication and interpersonal skills to facilitate interactions with others.*

Performance Element: Communicate with staff to clarify workplace objectives and maximize workflow.

Measurement Criteria: *Participate in meetings and problem-solving groups.*

Measurement Criteria: *Resolve complaints.*

Performance Element: Communicate and apply interpersonal skills to manage distribution and logistics and to provide customer assistance.

Measurement Criteria: *Prepare complex written reports.*

Pathway Topic: Communication and Interpersonal Skills

Measurement Criteria: *Fulfill management's role in customer relations.*

Measurement Criteria: *Evaluate the use of real-time communications.*

Pathway Topic: Business Administration

Pathway KS Statement: **Acquire foundational knowledge of distribution and logistics to understand its scope and impact on the economy.**

Performance Element: Investigate the distribution and logistics industry to understand its background.

Measurement Criteria: *Identify reasons for changes occurring in distribution/ logistics.*

Measurement Criteria: *Recognize types of distribution/logistics activities.*

Measurement Criteria: *Recognize trade-offs and relationships among functions in the supply chain.*

Measurement Criteria: *Analyze the impact of technology on distribution/ logistics.*

Measurement Criteria: *Recognize the effects of international trade on distribution/logistics.*

Measurement Criteria: *Explain the impact of ISO standards on distribution/ logistics.*

Measurement Criteria: *Identify issues and trends in distribution/logistics.*

Performance Element: Place orders/reorders to maintain appropriate levels of materials/equipment/supplies.

Measurement Criteria: *Identify factors to consider when placing orders/ reorders.*

Measurement Criteria: *Calculate amount of order/reorder.*

Measurement Criteria: *Plan orders.*

Measurement Criteria: *Prepare purchase orders.*

Performance Element: Plan and evaluate purchasing activities to minimize expenses.

Measurement Criteria: *Solicit competitive proposals to functional bid specifications.*

Measurement Criteria: *Choose vendors.*

Measurement Criteria: *Negotiate terms with vendors.*

Measurement Criteria: *Follow up orders.*

Measurement Criteria: *Evaluate performance of vendors.*

Pathway KS Statement: **Implement business ethics, regulations, and safeguards to protect the business and to create trust.**

Performance Element: Apply ethics and government regulations to protect a business.

Measurement Criteria: *Implement managerial ethics.*

Measurement Criteria: *Identify tariff and trade restrictions.*

Measurement Criteria: *Adhere to transportation law.*

Measurement Criteria: *Identify and adhere to labeling regulations.*

Measurement Criteria: *Explain export and import legislation.*

Measurement Criteria: *Apply trade regulations.*

Measurement Criteria: *Analyze environmental regulations.*

Measurement Criteria: *Adhere to environmentally correct distribution/logistics practices.*

Measurement Criteria: *Negotiate and administer logistics contracts.*

Performance Element: Plan and implement security measures to minimize loss and to

Marketing, Sales and Service

Pathway Topic: Business Administration

create trust.

Measurement Criteria: Establish policies/procedures for preventing internal theft.

Measurement Criteria: Develop policies/procedures for preventing vendor theft.

Measurement Criteria: Inspect incoming/outgoing containers for tampering.

Measurement Criteria: Maintain data security.

Measurement Criteria: Obtain insurance coverage for shipments.

Measurement Criteria: Conduct risk assessments.

Performance Element: Implement measures to maintain a safe working environment.

Measurement Criteria: Clean service and work areas.

Measurement Criteria: Follow procedures to ensure OSHA compliance.

Measurement Criteria: Conduct environmental and safety inspections.

Measurement Criteria: Conduct safety orientations for employees.

Measurement Criteria: Analyze potential terrorist threats posed by inbound/ outbound container traffic.

Measurement Criteria: Implement pattern recognition techniques to identify high risk shipments/containers.

Measurement Criteria: Correct unsafe conditions.

Measurement Criteria: Adhere to requirements of global hazardous materials packaging.

Measurement Criteria: Implement security measures in the hazmat supply chain.

Pathway KS Statement: Use organizing, leading, controlling, and planning to manage distribution and logistics activities.

Performance Element: Organize work efforts and staff to enhance work flow.

Measurement Criteria: Coordinate efforts of multifunctional teams.

Measurement Criteria: Coordinate activities with other departments.

Measurement Criteria: Manage cross-functional projects.

Performance Element: Lead staff to improve their job performance.

Measurement Criteria: Recognize management's role in the achievement of quality.

Measurement Criteria: Cross train staff to perform a variety of tasks.

Measurement Criteria: Mentor/coach staff members.

Performance Element: Maintain fiscal control of logistical operations to minimize expenses and maximize profit.

Measurement Criteria: Develop expense-control plans.

Measurement Criteria: Explain supply management's contribution to cost reduction.

Measurement Criteria: Apply learning curves to reduce costs.

Performance Element: Plan and implement activities and strategies to guide staff.

Measurement Criteria: Identify factors that affect planning.

Measurement Criteria: Develop strategies to achieve company goals/ objectives.

Measurement Criteria: Implement tactics to accomplish strategies.

Pathway Topic: Supply Chain Management

Pathway KS Statement: Manage distribution/logistics activities to facilitate business's development and growth and to satisfy customers.

Pathway Topic: Supply Chain Management

Performance Element: Acquire foundational knowledge of distribution/logistics.

Measurement Criteria: *Explain distribution issues and trends.*

Measurement Criteria: *Describe the use of electronic data interchange (EDI) in distribution/logistics activities.*

Performance Element: Utilize warehousing and stock-handling knowledge and skill to expedite supply-chain activities.

Measurement Criteria: *Process incoming shipments.*

Measurement Criteria: *Process imported goods through U.S. customs.*

Measurement Criteria: *Resolve problems with incoming shipments.*

Measurement Criteria: *Process returned/damaged product.*

Measurement Criteria: *Maintain loss and damage claim records.*

Measurement Criteria: *Establish procedures for handling, inspecting, and allowing claims on returned materials.*

Measurement Criteria: *Verify product labeling.*

Measurement Criteria: *Explain functions of packaging.*

Measurement Criteria: *Recycle/dispose of discarded packaging and containers.*

Measurement Criteria: *Establish receiving schedules.*

Measurement Criteria: *Store merchandise/materials.*

Measurement Criteria: *Recognize product stacking requirements.*

Measurement Criteria: *Select appropriate storage equipment/system.*

Measurement Criteria: *Plan storage space.*

Measurement Criteria: *Develop and maintain stock-location system.*

Measurement Criteria: *Maximize use of forklifts.*

Measurement Criteria: *Analyze warehouse space utilization.*

Measurement Criteria: *Adjust warehouse layout.*

Measurement Criteria: *Analyze warehousing capabilities in foreign markets.*

Measurement Criteria: *Describe storage facilities used for international shipments.*

Measurement Criteria: *Analyze capabilities of electronic business systems to facilitate warehouse operations.*

Measurement Criteria: *Develop warehouse contingency planning system.*

Performance Element: Utilize order-fulfillment knowledge and skill to expedite supply-chain activities and to satisfy customers.

Measurement Criteria: *Pick and assemble orders.*

Measurement Criteria: *Plan/select order-picking system.*

Measurement Criteria: *Identify types of shipping containers.*

Measurement Criteria: *Plan loads for containers/trailers.*

Measurement Criteria: *Select dunnage, packing, materials.*

Measurement Criteria: *Estimate needed supplies of packing materials.*

Measurement Criteria: *Pack and label goods/boxes/containers for domestic/international shipment.*

Measurement Criteria: *Evaluate label-application alternatives and methods.*

Measurement Criteria: *Unitize loads for shipment.*

Measurement Criteria: *Stabilize unit loads for easy shipments and receipts.*

Pathway Topic: Supply Chain Management

Measurement Criteria: Load outgoing shipments.

Measurement Criteria: Recognize shipping-label requirements.

Measurement Criteria: Explain international transportation and delivery terms (INCOTERMS).

Measurement Criteria: Employ cost-reduction techniques for duties and tariffs.

Measurement Criteria: Apply for drawbacks.

Measurement Criteria: Determine duties on international shipments.

Measurement Criteria: Determine customs requirements.

Measurement Criteria: Prepare documents for domestic and international transportation.

Measurement Criteria: Ship product to meet customer requirements.

Measurement Criteria: Trace lost shipments.

Measurement Criteria: Estimate delivery times.

Measurement Criteria: Select best shipping method for domestic and international shipments.

Measurement Criteria: Schedule product transportation to meet customer needs.

Measurement Criteria: Determine transfer points for cargo.

Measurement Criteria: Route freight.

Measurement Criteria: Direct terminal-traffic flow.

Measurement Criteria: Analyze shipping needs.

Measurement Criteria: Analyze capabilities of electronic business systems to facilitate order fulfillment.

Measurement Criteria: Assess order fulfillment processes.

Performance Element: Control inventory to minimize expenses and satisfy customer requests.

Measurement Criteria: Rotate stock to minimize old/outdated inventory.

Measurement Criteria: Maintain inventory levels.

Measurement Criteria: Complete inventory counts.

Measurement Criteria: Plan/organize inventory counts.

Measurement Criteria: Assign and analyze ABC inventory rankings.

Measurement Criteria: Perform cycle counts.

Measurement Criteria: Develop and implement cycle-counting system.

Measurement Criteria: Monitor inventory turnover rates.

Measurement Criteria: Set order lead time requirements.

Measurement Criteria: Recognize international inventory issues.

Measurement Criteria: Describe inventory control systems.

Measurement Criteria: Identify types of unit inventory-control systems.

Measurement Criteria: Determine inventory shrinkage.

Measurement Criteria: Determine causes of inventory discrepancies.

Measurement Criteria: Define tolerance levels for inventory accuracy.

Measurement Criteria: Establish re-order points.

Measurement Criteria: Maintain inventory-control systems.

Measurement Criteria: Develop inventory-control systems.

Pathway Topic: Supply Chain Management

Measurement Criteria: *Implement measures to control inventory costs.*

Performance Element: **Manage distribution/logistics activities to minimize costs and to facilitate workflow.**

Measurement Criteria: *Coordinate stages of order cycle.*

Measurement Criteria: *Establish system for processing dead/excess merchandise.*

Measurement Criteria: *Manage reverse distribution processes.*

Measurement Criteria: *Identify logistical benefits and constraints within a particular market.*

Measurement Criteria: *Determine value-added services to perform for customers.*

Measurement Criteria: *Develop logistics mission statement.*

Measurement Criteria: *Set and meet distribution/logistics goals.*

Measurement Criteria: *Establish customer-service goals.*

Measurement Criteria: *Correct customer-service deficiencies.*

Measurement Criteria: *Set up processes for distribution/logistics activities.*

Measurement Criteria: *Measure process performance.*

Measurement Criteria: *Implement process-improvement techniques.*

Measurement Criteria: *Explain distribution resource planning.*

Measurement Criteria: *Select and implement bar-code system.*

Measurement Criteria: *Apply cost allocation measures.*

Measurement Criteria: *Develop collaborative relationships with channel members.*

Measurement Criteria: *Interpret channel strategies.*

Measurement Criteria: *Analyze just-in-time capabilities.*

Measurement Criteria: *Evaluate channel members.*

Measurement Criteria: *Evaluate performance of distributors in foreign countries.*

Measurement Criteria: *Terminate relationships with domestic and foreign channel members.*

Measurement Criteria: *Develop distribution network for new products.*

Measurement Criteria: *Develop distribution strategy for foreign markets.*

Measurement Criteria: *Conduct strategic distribution network planning process.*

Measurement Criteria: *Value inventory (LIFO, FIFO).*

Measurement Criteria: *Evaluate inventory (stock turnover, gross margin, return on inventory, open to buy, etc.).*

Measurement Criteria: *Plan and implement a warehouse management system (WMS).*

Pathway Topic: Marketing Functions

Pathway KS Statement: **Manage marketing activities to facilitate business's development and growth.**

Performance Element: **Manage marketing-information to make logistical decisions.**

Measurement Criteria: *Identify information helpful to supply chain members in planning.*

Measurement Criteria: *Identify data available through online tracking methods.*

Measurement Criteria: *Assess bar-code data.*

Measurement Criteria: *Monitor inventory data.*

Measurement Criteria: *Track cost data.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Collect product quality data.*

Measurement Criteria: *Assess marketing-information needs.*

Measurement Criteria: *Research viability of using free trade zones (FTZ).*

Measurement Criteria: *Conduct analysis of competitors' distribution/logistics activities.*

Measurement Criteria: *Identify trends.*

Measurement Criteria: *Data mine point-of-sale (POS) information.*

Measurement Criteria: *Perform customer follow-up activities (e.g., surveys, reviews, warranty tracking, etc.).*

Measurement Criteria: *Identify considerations in implementing international marketing strategies.*

Measurement Criteria: *Segment markets on basis of logistical needs.*

Measurement Criteria: *Assess product categories using spreadsheets.*

Measurement Criteria: *Interpret statistical process control (SPC) charts.*

Measurement Criteria: *Predict patterns of demand.*

Measurement Criteria: *Forecast sales.*

Measurement Criteria: *Plan and implement a distribution information system.*

Performance Element: **Utilize pricing strategies to maximize return and meet customers' perceptions of value.**

Measurement Criteria: *Select approach for setting a base price (cost, demand, competition).*

Measurement Criteria: *Determine cost of product (breakeven, ROI, markup).*

Measurement Criteria: *Calculate break-even.*

Measurement Criteria: *Identify strategies for pricing new products (for imitative new products, for innovative new products).*

Measurement Criteria: *Select product-mix pricing strategies (product line, option-product, captive-product, by-product, product bundle).*

Measurement Criteria: *Determine discounts and allowances that can be used to adjust base prices.*

Measurement Criteria: *Use psychological pricing to adjust base prices.*

Measurement Criteria: *Select promotional pricing strategies to adjust base prices.*

Measurement Criteria: *Determine geographic pricing strategies to adjust base prices.*

Measurement Criteria: *Identify segmented pricing strategies that can be used to adjust base prices.*

Measurement Criteria: *Set prices.*

Measurement Criteria: *Adjust prices to maximize profitability.*

Measurement Criteria: *Evaluate pricing decisions.*

Performance Element: **Obtain, develop, maintain, and improve a product/service mix to respond to market opportunities.**

Measurement Criteria: *Maintain product data files.*

Measurement Criteria: *Identify product classes.*

Measurement Criteria: *Determine services to provide customers.*

Measurement Criteria: *Recognize the role of customer service in positioning/image.*

Measurement Criteria: *Determine customers' expectations of service level.*

Pathway Topic: Marketing Functions

Measurement Criteria: *Measure customer-service levels.*

Measurement Criteria: *Analyze competitors' customer-service standards.*

Measurement Criteria: *Establish product standards.*

Measurement Criteria: *Develop strategies to position product/business.*

Measurement Criteria: *Determine space requirements and allocation.*

Measurement Criteria: *Create warehouse layouts.*

Measurement Criteria: *Select warehouse site.*

Measurement Criteria: *Develop and implement procurement policies and procedures.*

Measurement Criteria: *Plan stock.*

Measurement Criteria: *Plan reductions.*

Measurement Criteria: *Plan purchases.*

Measurement Criteria: *Determine what to buy.*

Measurement Criteria: *Determine quantities to buy.*

Measurement Criteria: *Determine when to buy.*

Measurement Criteria: *Plan gross margin.*

Measurement Criteria: *Determine final cost of purchases from domestic and international sources.*

Measurement Criteria: *Negotiate special buying situations with vendors.*

PATHWAY: E-Marketing

Pathway Topic: Career Development

Pathway KS Statement: *Assess e-marketing career information to enhance opportunities for career success.*

Performance Element: Analyze e-marketing careers to determine careers of interest.

Measurement Criteria: *Describe e-marketing's impact on business.*

Measurement Criteria: *Identify career opportunities in e-marketing.*

Measurement Criteria: *Ascertain educational requirements/backgrounds of e-marketers.*

Measurement Criteria: *Determine income ranges for e-marketers.*

Measurement Criteria: *Determine perquisites (perks) associated with e-marketing.*

Measurement Criteria: *Describe the lifestyles of e-marketers.*

Measurement Criteria: *Explain the personal characteristics associated with e-marketing success.*

Performance Element: Compare individual's abilities, interests, and attitudes with those associated with e-marketing success to determine the match between the two.

Measurement Criteria: *Analyze desired lifestyle and that associated with e-marketing.*

Measurement Criteria: *Discern between desired benefits and those associated with e-marketing.*

Measurement Criteria: *Contrast personal characteristics with those associated with e-marketing success.*

Measurement Criteria: *Examine similarities and differences between personal educational goals and educational requirements for e-marketing.*

Pathway Topic: E-Business Administration

Pathway KS Statement: *Acquire foundational knowledge of the Internet and e-commerce to understand its scope and impact on business and the economy.*

Performance Element: Investigate the retail industry to explore the relationship between retailing and e-commerce.

Measurement Criteria: *Identify reasons for changes occurring in retailing.*

Measurement Criteria: *Determine classifications of retailers.*

Measurement Criteria: *Ascertain advantages/disadvantages associated with each classification of retailer.*

Measurement Criteria: *Identify types of non-store retailers.*

Measurement Criteria: *Explain the growth of non-store retailing.*

Measurement Criteria: *Compare e-commerce with traditional commerce.*

Measurement Criteria: *Determine issues and trends in retailing that impact e-commerce.*

Performance Element: Explore the relationship between e-commerce and the Internet to understand the role of the Internet in e-commerce.

Measurement Criteria: *Identify the process that enables different types of computers and different operating systems to communicate with each other.*

Pathway Topic: E-Business Administration

Measurement Criteria: *Recognize factors that affect the speed of an Internet connection.*

Measurement Criteria: *Describe Internet-access options.*

Measurement Criteria: *Explain the key components of the Internet.*

Measurement Criteria: *Discuss the primary applications of the Internet (e.g., network communications, market intelligence, promotion, etc.).*

Measurement Criteria: *Differentiate among e-commerce models.*

Measurement Criteria: *Identify competitive advantages provided by the Internet.*

Performance Element: **Analyze the economic impact of e-commerce.**

Measurement Criteria: *Determine investment opportunities associated with e-commerce.*

Measurement Criteria: *Discuss the results of media spending for e-commerce.*

Measurement Criteria: *Recognize the relationship between e-commerce and inflation.*

Measurement Criteria: *Determine the impact of e-commerce on a business's efficiency and effectiveness.*

Performance Element: **Ascertain the impact of e-commerce on international trade to understand the global marketplace.**

Measurement Criteria: *Identify considerations in communicating with an international market.*

Measurement Criteria: *Analyze factors affecting a business's ability to sell to an international market.*

Measurement Criteria: *Determine how e-commerce enables small businesses to compete internationally with large businesses.*

Performance Element: **Determine the impact of the Internet on marketing to determine the Internet's usefulness in carrying out marketing activities.**

Measurement Criteria: *Distinguish between the WWW and the Internet.*

Measurement Criteria: *Compare and contrast the advantages/disadvantages of using e-mail as a marketing tool.*

Measurement Criteria: *Determine the advantages/disadvantages of the WWW as a marketing tool.*

Measurement Criteria: *Recognize the importance of Internet-use policies.*

Measurement Criteria: *Scrutinize the impact of the Internet on each of the marketing functions.*

Performance Element: **Compare and contrast in-store merchandising with online merchandising to determine their similarities and differences.**

Measurement Criteria: *Distinguish between merchandising and marketing.*

Measurement Criteria: *Ascertain the importance of merchandising to retailers and to e-tailers.*

Measurement Criteria: *Distinguish between merchandising for brick-and-mortar retailers and for online retailers.*

Measurement Criteria: *Identify merchandising activities.*

Performance Element: **Identify the impact of the Internet on a business's purchasing activities to appreciate the value added by the Internet.**

Measurement Criteria: *Investigate the online purchasing process.*

Pathway Topic: E-Business Administration

Measurement Criteria: *Identify ways that the Internet facilitates purchasing activities.*

Measurement Criteria: *Determine constraints associated with online purchasing.*

Performance Element: **Place orders/reorders to maintain appropriate levels of materials/equipment/supplies.**

Measurement Criteria: *Identify factors to consider when placing orders/ reorders.*

Measurement Criteria: *Describe the use of smart cards in placing orders/ reorders.*

Measurement Criteria: *Identify the components of purchase orders.*

Measurement Criteria: *Calculate amount of order/reorder.*

Pathway KS Statement: **Implement e-business ethics, regulations, and safeguards to protect the business and to create trust.**

Performance Element: **Apply ethics and government regulations to protect the e-business.**

Measurement Criteria: *Take ethical actions with online communications.*

Measurement Criteria: *Identify legal considerations in e-commerce.*

Measurement Criteria: *Record and report sales tax, when appropriate.*

Performance Element: **Secure company and customer data to minimize loss and to create trust.**

Measurement Criteria: *Identify strategies for protecting business's web site.*

Measurement Criteria: *Select strategies for protecting online customer transactions.*

Pathway KS Statement: **Acquire needed skills to create a web presence.**

Performance Element: **Employ technological tools to create a web presence.**

Measurement Criteria: *Demonstrate basic desktop publishing functions.*

Measurement Criteria: *Integrate software applications.*

Measurement Criteria: *Identify tools used in web-site creation.*

Measurement Criteria: *Explain basic programming languages.*

Measurement Criteria: *Identify capabilities of Internet/Web programming.*

Measurement Criteria: *Select web host.*

Pathway KS Statement: **Organize, control and plan work efforts to manage e-business activities.**

Performance Element: **Organize work to facilitate e-business success.**

Measurement Criteria: *Develop an e-commerce project plan.*

Performance Element: **Control costs to minimize expenses and maximize return.**

Measurement Criteria: *Identify costs associated with e-commerce.*

Measurement Criteria: *Determine return on investment (ROI) for e-commerce.*

Performance Element: **Plan an e-business to maximize return and minimize expense.**

Measurement Criteria: *Incorporate e-commerce considerations into a business plan.*

Pathway Topic: Marketing Functions

Pathway KS Statement: **Manage marketing activities to facilitate e-business development and growth.**

Performance Element: **Utilize distribution knowledge and skill to manage supply-chain activities.**

Measurement Criteria:

Pathway Topic: Marketing Functions

Explain distribution issues and trends in e-commerce.

Measurement Criteria: *Process incoming merchandise.*

Measurement Criteria: *Resolve problems with incoming shipments.*

Measurement Criteria: *Process returned/damaged product.*

Measurement Criteria: *Establish receiving schedules.*

Measurement Criteria: *Store merchandise.*

Measurement Criteria: *Select appropriate storage equipment.*

Measurement Criteria: *Plan storage space.*

Measurement Criteria: *Explain the nature of e-CRM.*

Measurement Criteria: *Fulfill orders.*

Measurement Criteria: *Select best shipping method.*

Measurement Criteria: *Analyze shipping needs.*

Measurement Criteria: *Analyze capabilities of electronic business systems to facilitate order fulfillment.*

Measurement Criteria: *Assess order-fulfillment processes.*

Measurement Criteria: *Maintain inventory levels.*

Measurement Criteria: *Complete inventory counts.*

Measurement Criteria: *Plan/organize inventory counts.*

Measurement Criteria: *Describe inventory control systems.*

Measurement Criteria: *Identify types of unit inventory-control systems.*

Measurement Criteria: *Determine inventory shrinkage.*

Measurement Criteria: *Maintain inventory-control systems.*

Measurement Criteria: *Develop inventory-control systems.*

Measurement Criteria: *Develop collaborative relationships with channel members.*

Measurement Criteria: *Establish system for processing dead/excess merchandise.*

Measurement Criteria: *Value inventory (LIFO, FIFO).*

Measurement Criteria: *Evaluate inventory (stock turnover, gross margin, return on inventory, open to buy).*

Performance Element: **Employ financial knowledge and skill to make e-business decisions.**

Measurement Criteria: *Identify strategies for electronic payment.*

Performance Element: **Manage marketing-information to make e-business decisions.**

Measurement Criteria: *Explain privacy issues in e-commerce.*

Measurement Criteria: *Identify data available through online tracking methods.*

Measurement Criteria: *Use online marketing research tools/techniques to collect primary data.*

Measurement Criteria: *Maintain customer database.*

Measurement Criteria: *Explain the use of data mining.*

Measurement Criteria: *Use results of data mining to make marketing decisions.*

Measurement Criteria: *Use web-site tracking methods for decision making.*

Measurement Criteria: *Identify online target market.*

Measurement Criteria: *Incorporate e-commerce considerations into marketing plan.*

Performance Element: **Acquire knowledge of e-pricing strategies to maximize return**

Pathway Topic: Marketing Functions

and meet customers' perceptions of value.

Measurement Criteria: *Describe the impact of the Internet on pricing decisions.*

Performance Element: **Obtain, develop, maintain, and improve a product/service mix to respond to market opportunities.**

Measurement Criteria: *Maintain/update web site.*

Measurement Criteria: *Explain the use of customization strategies in e-commerce activities.*

Measurement Criteria: *Identify personalization strategies for use in e-commerce activities.*

Measurement Criteria: *Optimize business's web-site placement with major search engines and directories.*

Measurement Criteria: *Use the Internet to build brand equity.*

Measurement Criteria: *Identify customer-service issues in e-commerce.*

Measurement Criteria: *Evaluate e-customer experience.*

Measurement Criteria: *Explain the nature of merchandise plans (budgets).*

Measurement Criteria: *Plan stock.*

Measurement Criteria: *Plan reductions.*

Measurement Criteria: *Plan purchases.*

Measurement Criteria: *Determine what to buy.*

Measurement Criteria: *Determine quantities to buy.*

Measurement Criteria: *Determine when to buy.*

Measurement Criteria: *Plan gross margin.*

Measurement Criteria: *Prepare merchandise plan (budget).*

Performance Element: **Utilize promotional knowledge and skill for communicating information to achieve a desired outcome.**

Measurement Criteria: *Describe online advertisements.*

Measurement Criteria: *Explain e-mail marketing.*

Measurement Criteria: *Write content for use on the Internet.*

Measurement Criteria: *Execute targeted e-mails.*

Measurement Criteria: *Select strategies for online advertising.*

Measurement Criteria: *Create interactive public relations.*

Measurement Criteria: *Identify sales-promotion techniques for e-commerce.*

Measurement Criteria: *Select techniques for promoting web site.*

Measurement Criteria: *Select techniques to improve online response rate.*

Measurement Criteria: *Incorporate e-commerce into promotional plan.*

Performance Element: **Manage the e-sales function to determine client needs and wants and to respond through planned, personalized communication.**

Measurement Criteria: *Identify unique aspects of Internet sales.*

Measurement Criteria: *Describe customer support for online sales.*

Measurement Criteria: *Manage online customer support.*

Measurement Criteria: *Determine strategies for online customer support.*

Measurement Criteria: *Recognize the use of brand names in selling.*

Measurement Criteria: *Distinguish between online consumer and organizational*

Pathway Topic: Marketing Functions

buying behavior.

Measurement Criteria: *Develop a plan for online suggestion selling.*

Measurement Criteria: *Evaluate online prospects.*

Measurement Criteria: *Train sales staff in use of the Internet.*

Measurement Criteria: *Develop plan for selling online.*

Section IV – O*NET Crosswalk Report

Career Specialty/ Occupational Coding and Crosswalk

Summary

The objective of the Career Specialty/ Occupational Coding and Crosswalk project is to accomplish two basic tasks. The first is to design and establish a classification and coding structure for the States' Career Clusters Initiative. When completed, the classification and coding structure will be compatible with existing occupational classification systems and designed in a manner that allows for easy updating and the flexibility to add additional career pathways and occupational specialties.

Once the first step is completed for each cluster, the second step is to build a linkage system or crosswalk between the new career cluster classification system and the O*NET occupational classification system developed and operated by the U S Department of Labor. O*NET is a nationally recognized taxonomy with detailed descriptions and a rich database of information for each occupation.

Explanation of Crosswalk Table

The attached table lists each occupational specialty and its related O*NET occupation. It is sequenced by career pathway and occupational specialty code. It should be noted that the relationship between an occupational specialty and its related O*NET occupation is often not one-to-one. The O*NET occupation is often much broader covering two or more occupational specialties. In fact, even when multiple occupational specialties are assigned, they may only represent a part of a broader O*NET occupation.

Column 1: Lists occupational specialties that were identified by the Career Clusters Initiative. The occupational specialties are organized by cluster pathways and represent occupational titles with no definitions. They are intended to be a sample of occupations that help define the cluster and pathway.

Column 2: Represents related occupations from the O*NET occupational coding system.

Note: A crosswalk from the occupational specialties to the Classification of Instructional Programs (CIP) codes is forthcoming. The National Crosswalk Service Center is currently developing the CIP to O*NET crosswalk which will be the bridge to the career cluster occupational specialties. You may access this crosswalk in the near future at: <http://www.xwalkcenter.org/>

**Marketing, Sales and Service Career Cluster: Occupational Specialties and Related O*NET Occupations,
Sequenced by Career Pathway and Occupational Specialty Code**

Occupational Specialties		Related SOC/O*NET Occupation	
Code	Title	Code	Title
14.10000	Management and Entrepreneurship Pathway		
14.10010	International Merchandising Managers	11-2022.00	Sales Managers
14.10020	International Marketing Managers	11-2021.00	Marketing Managers
14.10030	Advertising and Promotions Managers	11-2011.00	Advertising and Promotions Managers
14.10040	Marketing Managers	11-2021.00	Marketing Managers
14.10050	Sales Managers and Supervisors	11-2022.00	Sales Managers
14.10060	Purchasing Managers	11-3061.00	Purchasing Managers
	Property, Real Estate, and Community Association Managers		
14.10070	Managers	11-9141.00	Property, Real Estate, and Community Association Managers
14.10080	Small Business Entrepreneurs	11-1011.02	Private Sector Executives
14.10090	E-Commerce Entrepreneurs	11-1011.02	Private Sector Executives
14.20000	Professional Sales and Marketing Pathway		
14.20010	Sales Engineer	41-9031.00	Sales Engineers
14.20020	Real Estate Appraisers	13-2021.02	Appraisers, Real Estate
14.20030	Real Estate Assessors	13-2021.01	Assessors
14.20040	Wholesale and Retail Buyers	13-1022.00	Wholesale and Retail Buyers, Except Farm Products
14.20050	Real Estate Brokers	41-9021.00	Real Estate Brokers
14.20060	Real Estate Sales Agents	41-9022.00	Real Estate Sales Agents
14.20070	International Salespersons	41-4011.00	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
14.20070	International Salespersons	41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
14.20080	Retail Salesperson and Associates	41-2031.00	Retail Salespersons
14.20090	Demonstrators and Product Promoters	41-9011.00	Demonstrators and Product Promoters
14.20100	Models	41-9012.00	Models
14.20110	Fashion Designers	27-1022.00	Fashion Designers
14.20120	Floral Designers	27-1023.00	Floral Designers
14.20130	Interior Designers	27-1025.00	Interior Designers

**Marketing, Sales and Service Career Cluster: Occupational Specialties and Related O*NET Occupations,
Sequenced by Career Pathway and Occupational Specialty Code**

Occupational Specialties		Related SOC/O*NET Occupation	
Code	Title	Code	Title
14.20140	Merchandise Displayers and Window Trimmers	27-1026.00	Merchandise Displayers and Window Trimmers
14.20150	Advertising Sales Agent	41-3011.00	Advertising Sales Agents
14.20160	Sales Representatives	41-4011.00	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
14.20160	Sales Representatives	41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
14.30000	Buying and Merchandising Pathway		
14.30010	Procurement Clerks	43-3061.00	Procurement Clerks
14.30020	Order Clerks	43-4151.00	Order Clerks
14.30040	Real Estate Clerks	43-9061.00	Office Clerks, General
14.30050	Rental Clerks	41-2021.00	Counter and Rental Clerks
14.30060	Cashiers and Checkers	41-2011.00	Cashiers
14.30070	Adjustment Clerks	43-4051.01	Adjustment Clerks
14.30080	Counter Clerks	41-2021.00	Counter and Rental Clerks
14.30090	Stock Clerks	43-5081.01	Stock Clerks, Sales Floor
14.30090	Stock Clerks	43-5081.03	Stock Clerks- Stockroom, Warehouse, or Storage Yard
14.30100	Marking Clerks	43-5081.02	Marking Clerks
14.30110	Service Station Attendants	53-6031.00	Service Station Attendants
14.30120	Parking Lot Attendants	53-6021.00	Parking Lot Attendants
14.40000	Marketing Communication and Promotion Pathway		
14.40010	Public Relations Specialists	27-3031.00	Public Relations Specialists
14.40020	Public Relations Writers	27-3031.00	Public Relations Specialists
14.40030	Advertising Clerks and Agents	41-3011.00	Advertising Sales Agents
14.40030	Advertising Clerks and Agents	43-4151.00	Order Clerks
14.50000	Marketing Information and Research Pathway		
14.50020	Market Researchers	19-3021.00	Market Research Analysts

**Marketing, Sales and Service Career Cluster: Occupational Specialties and Related O*NET Occupations,
Sequenced by Career Pathway and Occupational Specialty Code**

Occupational Specialties		Related SOC/O*NET Occupation	
Code	Title	Code	Title
14.50040	Marketing Information Managers	11-2021.00	Marketing Managers
14.60000	Distribution and Logistics Pathway		
14.60010	Wholesale Distribution Managers	11-3071.02	Storage and Distribution Managers
14.60020	International Distribution Managers	11-3071.02	Storage and Distribution Managers
14.60040	Warehouse Managers	11-3071.02	Storage and Distribution Managers
14.60050	Route Salesperson	53-3031.00	Driver/Sales Workers
14.60060	Scheduling and Recording Distribution Workers	43-5061.00	Production, Planning, and Expediting Clerks
14.60070	Wholesale Freight, Stocking, Handling, Material Moving, and Packing Workers	53-7062.03	Freight, Stock, and Material Movers, Hand
14.60070	Wholesale Freight, Stocking, Handling, Material Moving, and Packing Workers	53-7064.00	Packers and Packagers, Hand
14.60080	Traffic, Shipping, and Receiving Clerks	43-5071.00	Shipping, Receiving, and Traffic Clerks
14.70000	E-Marketing Pathway		
14.70010	E-Commerce Marketing Specialists	11-2021.00	Marketing Managers
14.70020	E-Commerce Workers	99-0000.00	To broad to classify

Section V – Cluster Profile Advisory Committee List

Career Cluster Profile

Cluster Name: Marketing, Sales and Service

Project Lead State: Ohio

Project Lead State Contact Information:

Rick Mangini, Project Lead
Ohio Department of Education
25 South Front Street, 6th Floor
Columbus, OH 43215-4183
614-466-3891
Rick.Mangini@ode.state.oh.us

Vicki Melvin, State Director
Ohio Department of Education
25 South Front Street, Room 602
Columbus, OH 43215-4183
614-466-3430
Vicki.Melvin@ode.state.oh.us

Cluster Coordinator: Pam Stacey

Cluster Definition: Planning, managing, and performing marketing activities to reach organizational objectives.

Cluster Pathways: Management and Entrepreneurship; Professional Sales and Marketing; Buying and Merchandising; Marketing Communications and Promotion; Marketing Information Management and Research; Distribution and Logistics; E-Marketing.

Cluster Partners: List attached. (A number of associations and government agencies represent business, industry, labor, and education.)

Number of cluster partners in each of the following categories:

Postsecondary Education:	<u>2</u>
Secondary Education:	<u>2</u>
Business & Industry:	<u>11</u>
Labor:	<u>6</u>
Associations:	<u>6</u>
Government Agencies	<u>2</u>

Deliverable #1: Marketing, Sales and Service Cluster Advisory Committee Members

(Names of Executive Committee members are indicated in bold.)

Updated 8/08/02

Name	Job Title	Organization/ Company/School	Address	City	State, ZIP	Phone	E-mail	Pathway
Ananda, Sri	Co-Director, Assessment & Standards Development Services	WestEd	730 Harrison Street	San Francisco	CA 94107- 1271	415-615-3166	sananda@wested.org	All
Appelbaum, Stuart	UFCW Int'l VP	United Foods and Commercial Workers (UFCW)	30 East 29 th Street	New York	NY 10016- 7925	212-684-5300	rwdsu@aol.com	All
Bail, Frank	UFCW Int'l VP	United Foods and Commercial Workers (UFCW) Local No 1102	1587 Stewart Avenue	Westbury	NY 11590- 6612	516-683-1102	fsb1102@aol.com	All
Bass, Mike	Retired VP	Sears	1 South 946 Grove Hill Dr.	Batavia	IL 60510	630-406-0305	danebass@aol.com	All
Berns, Dr. Bob	Professor, Business and Marketing	Bowling Green State University	289 Business Administration Bldg.	Bowling Green	OH 43403	419-372-2904	rburns@bgsu.edu	All
Colvin, Gary	Consultant	Kentucky Dept. of Ed	2111 Capital Plaza Tower	Frankfort	KY 40601	502-564-3775	gcolvin@kde.state.ky.us	All
Davis, Edward L.	Executive Director	DECA	1908 Association Drive	Reston	VA 20191- 1503	703-860-5000	ed_davis@deca.org	All
DiPasquale, Frank	Vice President	National Grocers Association	1825 Samuel Morse Dr	Reston	VA 20190- 5317	703-437-5300	fdipasquale@nationalgrocers.com	All
Eary, Emmett	Director, Business and Marketing Education President	Texas Education Agency	1701 N. Congress Ave.	Austin	TX 78701	512.463.9443	Eear@tea.state.tx.us	All
Gleason, Jim	VP, HR – Retail	MarkEd Resource Center	1375 King Ave.	Columbus	OH 43212	614-486-6708	Gleason@mark-ed.org	All
Gorski, Kathie	Director of Service, Selling & Training	Sears, Roebuck and Co.	3333 Beverly Road, BC-312B	Hoffman Estates	IL 60192	847-286-3752	kgorski@sears.com	All
Harner, Jim	Director of Service, Selling & Training	Parisian, Inc.	750 Lakeshore Parkway	Birmingham	AL 35211	404-601-1204	jim_harner@saksinc.com	All
Hrubes, Marvin	Director, Field Services Dept.	United Foods and Commercial Workers (UFCW)	1775 K Street, NW	Washington	DC 20006- 1502	202-466-1554	mhrubes@ufcw.org	All
Keller, Deborah A	VP, Human Relations	Ratner Companies	2815 Hartland Rd	Falls Church	VA 22043- 3548	703-698-7090 x8161	dkeller@ratnercolcom	All
Lowthers, C. James	UFCW International VP and President of	United Foods and Commercial Workers (UFCW) Local No	4301-Garden City Drive, Ste. 400	Landover	MD 20785-	301-459-3400	jlowthers@local400.org	All

Name	Job Title	Organization/ Company/School	Address	City	State, ZIP	Phone	E-mail	Pathway
Mance, Katherine T.	Local 400 VP, Research, Education & Community Affairs	400 National Retail Federation	325 7 th Street NW, Ste. 1100	Washington	DC 2210	202-626-8111	kmance@nrf.com	All
Mangini, Rick	Assistant Director Business and Marketing Education	Ohio Department of Education	25 S. Front St. MS 604	Columbus	OH 43215-4183	614-466-3891	rick.mangini@ode.state.oh.us	All
Mannes, Kathy	Manager, Workforce Initiatives	National Retail Federation	325 7 th St. NW Suite 1100	Washington	DC	202-783-7971	Mannesk@nrf.com	All
Masen, Deborah	Director Human Resources Communications and Development	JC Penney Company, Inc.	6501 Legacy Dr. 88208	Plano	TX 75301-4317	972-431-2333	dmasten@jcpenney.com	All
McKenney, James	Director, Economic Development	American Association of Community Colleges	One Dupont Circle, NW, Ste. 410	Washington	DC 20036-1176	202-728-0200 x226	jmckenney@aacc.nche.edu	All
Muellman, Suzanne	Director, Human Resources	Crate & Barrel	725 Landwehr Road	Northbrook	IL 60062-2349	847-272-2888 x4032	smuellman@crateandbarrel.com	All
Peters, David	Director of Ed	Jewelers of America	727 West 7 th St., Suite 630	Los Angeles	CA 90017	213-607-7654	dpetersJA@earthlink.net	All
Piraino, Mary Jean	Director, Education Office	United Foods and Commercial Workers (UFCW), Communications & Research Dept.	1775 K Street, NW	Washington	DC 20006-1502	202-223-3111	mjpiraino@ufcw.org	All
Potter, Robert G.	UFCW Int'l VP	United Foods and Commercial Workers (UFCW) Local No. 951	3310 Eagle Park, NE	Grand Rapids	MI 49525-4574	616-957-1790	information@ufcw/local951.com	All
Russo, Don	Safety and Compliance Administrator	Wakefern Food Corp.	260 Ballard Road	Middletown	NY 10941	914-695-7002	Don.Russo@wakefern.com	All
Seith, Jim	National Director	AARP	601 E Street NE	Washington	DC 20049	202-434-2030	scseith@aol.com	All
Stein, Sondra	Sr. Research Associate & Project Director for Equipped for the Future	National Institute for Literacy	1775 I Street NW, Suite 730	Washington	DC 20006-2402	202-233-2025 ext.2041	sstein@nifl.gov	All
Wells, Jeffrey S.	SVP, Human Resources	Circuit City Stores, Inc.	9950 Mayland Dr	Richmond	VA 23233-1463	804-418-8117	jeff_wells@circuity.com	All
Williams, Elaine	Employment & Training Specialist	Goodwill Industries International, Inc.	9200 Rockville Pike	Bethesda	MD 20814-3814	301-530-6500	elaine.williams@goodwill.org	All

Section VI – Credentials

Deliverable #2: Marketing, Sales and Service Sample List of Existing Credentials
(includes licenses, education and industry certificates, as well as postsecondary degree options)
Updated 8/08/02

Education and Industry Licenses		
Title/Type/Descriptor of Licensing Program	Licensing Organization	Source for Contact Information
Cashiers and Checkers	States, Commonwealths, and Territories, Government Agencies	www.careertools.org Search under <i>Licensed Occupations</i> by specific Marketing, Sales and Service occupations, by state, or by agency
Demonstrators and Product Promoters	States, Commonwealths, and Territories, Government Agencies	
Interior Designers	States, Commonwealths, and Territories, Government Agencies	
Public Relations Specialists		
Real Estate Appraisers, Assessors, Brokers and Sales Agents	States, Commonwealths, and Territories, Government Agencies	
Rental and Counter Clerks	States, Commonwealths, and Territories, Government Agencies	
Retail Salesperson and Associates	States, Commonwealths, and Territories, Government Agencies	
Sales Representatives	States, Commonwealths, and Territories, Government Agencies	
Telemarketers	States, Commonwealths, and Territories, Government Agencies	
Traffic, Shipping, and Receiving Clerks	States, Commonwealths, and Territories, Government Agencies	

Education and Industry Certificates		
Title/Type/Descriptor of Certification Program	Issuing Organization	Source for Contact Information
<ul style="list-style-type: none"> Advertising Clerks and Agents Certified Professional Services Marketer 	<ul style="list-style-type: none"> Society for Marketing Professional Services 	www.careertools.org Search under <i>Certification Information</i> by Marketing, Sales and Service occupations
<ul style="list-style-type: none"> Auctioneers Accredited Auctioneer Real Estate, Certified Auctioneers Institute, Graduate Personal Property Appraiser 	<ul style="list-style-type: none"> Auction Marketing Institute 	

E-Commerce Marketing Specialists/Workers <ul style="list-style-type: none"> • E-Commerce Implementation Certification • e-Biz+ • Certified E-Commerce Consultant, Certified E-Marketing Administrator and Analyst, Certified Internet Commerce Consultant, Certified Web Page Manager and Analyst • Certified Web Professional – E-Commerce Specialist, Certified Web Designer, Master Certified Web Professional – Designer • E-Commerce Certified Professional, Windows 2000 E-Commerce Certified Professional • NACSE Certified E-Commerce Specialist, NACSE Certified E-Commerce Technician • iGeneration Internet Business Strategist, iGeneration Visual Designer • Master Certified Internet Webmaster (CIW) Designer • WOW Certified E-Commerce Manager, WOW Certified Professional Web Designer, WOW Certified Web Designer Apprentice • Certified Photoshop Graphics Designer/Master Photoshop Graphics Designer 	<ul style="list-style-type: none"> • Brainbench • Computing Technology Industry Association • Institute of Certified E-Commerce Consultants • International Webmasters Association • Learning Tree International • National Association of Communication Systems Engineers • iGeneration • Prosoft Training • World Organization of Webmasters • ECertifications
Entrepreneurs <ul style="list-style-type: none"> • IEA Certification • Certified Entrepreneurship Instructor 	<ul style="list-style-type: none"> • International Entrepreneur Association • YoungBiz – A Kidsway Co. – EDGE University
Fashion Designers <ul style="list-style-type: none"> • Certificate 	<ul style="list-style-type: none"> • Career Technical Schools

Floral Designers <ul style="list-style-type: none"> • AIFD Member • Professional Floral Communicators International (PFCI), Member of the American Academy of Floriculture (AAF) 	<ul style="list-style-type: none"> • American Institute of Floral Design • The Society of American Florists
Interior Designers <ul style="list-style-type: none"> • NCIDQ Certification • Associate Kitchen & Bath Designer, Certified Bath Designer, Certified Kitchen Designer, Certified Master Kitchen & Bath Designer 	<ul style="list-style-type: none"> • National Council for Interior Design Qualification • National Kitchen & Bath Association
International Merchandising Managers, International Marketing Managers, Advertising and Promotions Managers, Marketing Managers, Sales Managers/Supervisors, Purchasing Managers, and Property, Real Estate, & Community Association Managers <ul style="list-style-type: none"> • Certified Association Executive • Associate Certified Administrative Manager, Associate Certified Manager, Certified Administrative Manager, Certified Manager • Certified Apartment Manager, Certified Apartment Property Supervisor • Public Housing Manager, Section 8 Housing Manager, Senior Professional Housing Manager • Certified Purchasing Manager • Certified Manager of Community Associations • Certified Professional Property Manager, Consulting Fellow • Certified Marketing Executive, Certified Sales Executive 	<ul style="list-style-type: none"> • American Society of Association Executives • Institute of Certified Professional Managers • National Apartment Association • National Association of Housing and Redevelopment Officials • National Association of Purchasing Management • National Board of Certification for Community Association Managers • National Property Management Association, Inc. • Sales & Marketing Executives International

International Salespersons, Retail Salesperson/Associates, Advertising Sales Agent, Sales Representatives, Demonstrators & Product Promoters, and Telemarketers <ul style="list-style-type: none"> • SME Certified Professional Salesperson • Certification in Marketing and Sales, Certification in Sales 	<ul style="list-style-type: none"> • Sales & Marketing Executives International • Certified Marketing Services International, Inc.
Market Researchers and Marketing Information Managers <ul style="list-style-type: none"> • Certified Professional Services Marketer 	<ul style="list-style-type: none"> • Society for Marketing Professional Services
Merchandise Displayers and Trimmers <ul style="list-style-type: none"> • Certification in Marketing and Sales, Certification in Sales 	<ul style="list-style-type: none"> • Certified Marketing Services International, Inc.
Procurement Clerks, Rental Clerks, Cashiers & Checkers, Adjustment Clerks, Counter Clerks, Stock Clerks, and Marking Clerks <ul style="list-style-type: none"> • Certified Apartment Supplier, National Apartment Leasing Professional • Certified Purchasing Professional 	<ul style="list-style-type: none"> • National Apartment Association • American Purchasing Society
Public Relations Specialists/Writers <ul style="list-style-type: none"> • Certified Professional Services Marketer • Accredited Business Communicator • Certified Business Communicator 	<ul style="list-style-type: none"> • Society for Marketing Professional Services • International Association of Business Communicators • Business Marketing Association

<p>Real Estate Appraisers, Assessors, Brokers, and Sales Agents</p> <ul style="list-style-type: none"> • Board Certified in Corporate Real Estate • Certified Commercial Investment Member • Accredited Buyer Representative (ABR), Accredited Buyer Representative Manager (ABRM) • Accredited Land Consultant (ALC) • Certified International Property Specialist (CIPS), General Accredited Appraiser (GAA), Graduate-REALTOR Institute (GRI), REALTOR Association Certified Executive (RCE), Residential Accredited Appraiser, Internet Professional Certification (e-PRO) • Certified Property Manager • Certified Real Estate Brokerage Manager (CRB), Certified Residential Specialist (CRS) • Counselor of Real Estate • Society of Industrial and Office REALTORS (SIOR) 	<ul style="list-style-type: none"> • Board on Certification for Corporate Real Estate • Commercial Investment Real Estate Institute • Real Estate Buyer's Agent Council • REALTORS Land Institute • National Association of REALTORS • Institute of Real Estate Management • Realtors National Marketing Institute • Counselors of Real Estate • Society of Industrial and Office REALTORS
<p>Route Salesperson</p> <ul style="list-style-type: none"> • SME Certified Professional Salesperson • Certification in Marketing and Sales, Certification in Sales 	<ul style="list-style-type: none"> • Sales & Marketing Executives International • Certified Marketing Services International, Inc.
<p>Sales Engineer</p> <ul style="list-style-type: none"> • Certified Machine Tool Sales Engineer 	<ul style="list-style-type: none"> • American Machine Tool Distributors' Association

<p>Scheduling & Recording Distribution Workers, Wholesale Freight, Stocking, Handling, Material Moving, & Handling Workers, and Traffic, Shipping, and Receiving Clerks</p> <ul style="list-style-type: none"> • Certified Associate in Materials Handling, Professional Certified in Materials Handling • Certified Packaging Professional, Certified Professional in Training 	<ul style="list-style-type: none"> • Materials Handling and Management Society • Institute of Packaging Professionals
<p>Service Station Attendants and Parking Lot Attendants</p> <ul style="list-style-type: none"> • Certified Parking Facility Manager 	<ul style="list-style-type: none"> • National Parking Association
<p>Wholesale and Retail Buyers</p> <ul style="list-style-type: none"> • Certified Purchasing Professional • Certified Purchasing Manager 	<ul style="list-style-type: none"> • American Purchasing Society • National Association of Purchasing Management
<p>Wholesale Distribution Managers, International Distribution Managers, and Warehouse Managers</p> <ul style="list-style-type: none"> • Associate Certified Administrative Manager, Associate Certified Manager, Certified Administrative Manager, Certified Manager • Certified Fellow in Production and Inventory Management, Certified in Integrated Resource Management, Certified in Production and Inventory Management 	<ul style="list-style-type: none"> • Institute of Certified Professional Managers • Educational Society for Resource Management

Postsecondary Degree Options

Title/Type/Descriptor of Degree Program	Degree Conferring Organization	Source for Contact Information
Advertising	Colleges and Universities	www.careertools.org Search under the topic <i>Training & Education</i>
Apparel & Accessories Marketing Management	Colleges and Universities	
Business Administration and Management	Colleges and Universities	
Business Communications	Colleges and Universities	
Business Marketing Operations	Colleges and Universities	
Business Marketing/Marketing Management	Colleges and Universities	
Enterprise Management & Operation	Colleges and Universities	
Entrepreneurship	Colleges and Universities	
Fashion Design/Merchandising	Colleges and Universities	
Interior Design	Colleges and Universities	
Marketing Management & Research	Colleges and Universities	
Marketing Research	Colleges and Universities	
Operations Management & Supervision	Colleges and Universities	
Personal Services Marketing Operations	Colleges and Universities	
Public Relations & Organizational Communications	Colleges and Universities	
Purchasing, Procurement & Contracts Management	Colleges and Universities	
Real Estate	Colleges and Universities	
Retailing and Wholesaling Operations	Colleges and Universities	
Sales Operations	Colleges and Universities	

Section VII – Validation Overview/ Results



VALIDATION REPORT

Background

Cluster advisory committees made up of business and industry representatives, secondary/postsecondary educators, associations/organizations, government agencies and other stakeholders developed and conducted an initial review of the knowledge and skills statements. From July 15, 2002 through August 15, 2002, the States' Career Clusters Initiative conducted a national online validation of the knowledge and skill statements. The validation rated the degree of commonality and importance of each statement (see tables below). Each Cluster Committee reviewed the knowledge and skill ratings as well as any written responses to a particular statement. Likewise, each committee determined the appropriate action to take with regard to this data.

Cluster Question:

Question #1 : Is the knowledge and skill statement common to all occupations across the cluster ?	Question #2 : Is the knowledge and skill statement important to workplace success and/or further education ?
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Pathway Question:

Question #1 : Is the knowledge and skill statement common to all occupations across the pathway ?	Question #2 : Is the knowledge and skill statement important to workplace success and/or further education ?
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Rating Key:

Question #1: <input checked="" type="checkbox"/> Don't Know -N/A <input type="checkbox"/> Common to a few (25% or less) <input type="checkbox"/> Common to some (25 - 50%) <input type="checkbox"/> Common to many (51 - 75%) <input type="checkbox"/> Common to most (76 - 100%)	Question #2: <input checked="" type="checkbox"/> Don't Know -N/A <input type="checkbox"/> Not important <input type="checkbox"/> Somewhat important <input type="checkbox"/> Important <input type="checkbox"/> Critical
---	--

General Validation Statistics for the Eleven Clusters

Total Number of Respondents: 1133 completed profiles, 828 completed validation

Number of States/Others Represented: All 50 states/5 other

Overall profiles of respondents:

Organization Type

Business/Industry – 17.3 %

State Agency – 13.4 %

Federal Agency – 2.4 %

Association – 6.2 %

Secondary Education – 36.5 %

Postsecondary Education – 14.1 %

Other – 10.1 %

Average # of Years of Experience: 18.3 years

Marketing, Sales and Service Cluster Validation Statistics (Online and Paper/Pencil)

Online

Total Number of Respondents: 23

Number of States/Others Represented: 11

Overall profiles of respondents:

Organization Type

Business/Industry – 30.4 %

State Agency – 8.7 %

Federal Agency – 0 %

Association – 17.4 %

Secondary Education – 34.8 %

Postsecondary Education – 8.7 %

Other – 0 %

Average # of Years of Experience: 15.9 years

Paper/Pencil

Total Number of Respondents: 226

In addition to the above on-line validation information, the Marketing, Sales and Service Advisory Committee, in conjunction with the MarkED Resource Center, conducted a pencil/paper survey. The data collected from the 200+ respondents further verified the accuracy of the on-line validation information.

Total Number of Online and Paper/Pencil Respondents: 249

Cluster Responses

Ratings of "Don't Know" are not included in this report.

Cluster Responses														
Ratings of "Don't Know" are not included in this report.														
StatementCode		StatementDescription		Question #1: Is the knowledge and skill statement common to all occupations across the cluster?									Question #2: Is the knowledge and skill statement important to workplace success and/or further education?	
Cluster:	Marketing, Sales and Service	# Rsp	Q1 Avg	Q1=1	Q1=2	Q1=3	Q1=4	Q2 Avg	Q2=1	Q2=2	Q2=3	Q2=4		
MKC01.01	Integrate social-studies skills into marketing, sales and service to better understand customers and the economic environment in which they function.	22	2.86	3	4	8	7	2.86	1	7	8	6		
MKC01.02	Solve mathematical problems to obtain information for decision making in marketing, sales and service.	22	3.32	3	2	2	15	3.36	0	4	6	12		
MKC01.03	Apply language arts skills to enhance business opportunities in marketing, sales and service.	20	3.70	1	0	3	16	3.55	0	0	9	11		
MKC02.01	Use communication skills to facilitate information flow in marketing, sales and service.	20	3.85	1	0	0	19	3.75	0	1	3	16		
MKC03.01	Apply problem-solving and critical-thinking skills to help grow the business and/or to resolve workplace conflict.	21	3.62	1	0	5	15	3.52	0	1	8	12		
MKC04.01	Apply technological tools in marketing, sales and service to expedite work flow.	21	3.24	1	1	11	8	3.10	0	3	13	5		
MKC05.01	Implement, modify, and improve business and marketing systems to facilitate business activities.	21	2.76	2	5	10	4	2.71	0	7	13	1		
MKC06.01	Implement safety, health, and environmental controls to enhance productivity in marketing, sales and service.	21	2.62	2	8	7	4	2.62	0	11	7	3		
MKC07.01	Employ leadership and teamwork skills to facilitate work flow in marketing, sales and service.	21	3.62	1	1	3	16	3.67	0	1	5	15		
MKC08.01	Exhibit ethical behavior in marketing, sales and service to create goodwill and trust.	21	3.67	1	1	2	17	3.57	0	0	9	12		
MKC09.02	Implement employability and career-development skills to obtain and progress in marketing, sales and service careers.	21	3.48	0	2	7	12	3.24	0	3	10	8		
MKC09.03	Assess sales-career information to enhance opportunities for career success.	19	2.95	1	5	7	6	2.79	0	7	9	3		

StatementCode	StatementDescription	# Rsp	Q1 Avg	Q1=1	Q1=2	Q1=3	Q1=4	Q2 Avg	Q2=1	Q2=2	Q2=3	Q2=4
MKC10.01	Employ technical skills to understand and perform marketing, sales and service activities.	20	3.05	2	3	7	8	3.10	0	6	6	8
Totals:		270	3.29	19	32	72	147	3.22	1	51	106	112

Pathway Response

Ratings of "Don't Know" are not included in this report.

Question #1: Is the knowledge and skill statement common to all occupations within the pathway?
Question #2: Is the knowledge and skill statement important to workplace success and/or further education?

StatementCode	StatementDescription	# Rsp	Q1 Avg	Q1=1	Q1=2	Q1=3	Q1=4	Q2 Avg	Q2=1	Q2=2	Q2=3	Q2=4
Cluster: Marketing, Sales and Service												
Pathway: Management and Entrepreneurship												
MKPA01.01	Assess entrepreneurship/small-business management-career information to enhance opportunities for career success.	10	3.40	0	1	4	5	3.30	0	0	7	3
MKPA02.01	Use staffing, organizing, leading, controlling, and planning to manage business activities.	11	3.36	0	1	5	5	3.36	0	0	7	4
MKPA02.02	Implement business ethics, regulations, and safeguards to protect the business and to create trust.	11	3.55	0	2	1	8	3.55	0	1	3	7
MKPA03.01	Implement communication and interpersonal skills to manage a business operation.	11	3.73	1	0	0	10	3.73	0	0	3	8
MKPA04.01	Manage marketing activities to facilitate business development and growth.	11	3.45	1	0	3	7	3.27	0	0	8	3
Cluster: Marketing, Sales and Service												
Pathway: Professional Sales and Marketing												
MKPB01.01	Employ processes and techniques to sell goods/services/ideas.	9	3.56	0	0	4	5	3.56	0	0	4	5
MKPB02.01	Use staffing, organizing, leading, controlling, and planning to manage sales activities.	9	3.22	0	0	7	2	3.11	0	0	8	1
MKPB03.01	Monitor marketing information to enhance sales opportunities.	9	3.67	0	0	3	6	3.33	0	0	6	3
Cluster: Marketing, Sales and Service												
Pathway: Buying and Merchandising												
MKPC01.01	Assess buying and merchandising-career information to enhance opportunities for career success.	4	3.25	0	1	1	2	2.75	0	1	3	0
MKPC02.01	Employ communication and interpersonal skills to facilitate interactions with others.	4	4.00	0	0	0	4	4.00	0	0	0	4
MKPC03.01	Acquire foundational knowledge of retailing to understand its scope and impact on the economy.	4	3.25	0	1	1	2	3.00	0	1	2	1

StatementCode	StatementDescription	# Rsp	Q1 Avg	Q1=1	Q1=2	Q1=3	Q1=4	Q2 Avg	Q2=1	Q2=2	Q2=3	Q2=4
MKPC03.02	Implement business ethics, regulations, and safeguards to protect the business and to create trust.	4	3.75	0	0	1	3	3.25	0	1	1	2
MKPC03.03	Use leading, controlling, and planning to manage buying and merchandising activities.	4	3.00	0	1	2	1	3.00	0	1	2	1
MKPC04.01	Manage marketing activities to facilitate business's development and growth.	4	3.75	0	0	1	3	3.50	0	0	2	2
Cluster: Marketing, Sales and Service												
		Pathway: Marketing Communication and Promotion										
MKPD01.01	Assess marketing communication and promotion career information to enhance opportunities for career success.	8	3.38	0	1	3	4	2.88	1	0	6	1
MKPD02.01	Employ communication and interpersonal skills to facilitate interactions with others.	8	3.88	0	0	1	7	3.88	0	0	1	7
MKPD03.01	Acquire foundational knowledge of marketing communication and promotion to understand its scope and impact on business.	7	3.29	0	1	3	3	3.00	0	1	5	1
MKPD03.02	Apply technological tools in the workplace to expedite work flow and to prepare professional looking materials.	8	3.63	0	1	1	6	3.63	0	0	3	5
MKPD03.03	Implement business ethics, regulations, and safeguards to protect the business and to create trust.	8	3.50	0	0	4	4	3.38	0	1	3	4
MKPD03.04	Use organizing, leading, and planning to manage marketing communication and promotion activities.	8	3.50	0	0	4	4	3.50	0	0	4	4
MKPD04.01	Manage marketing communication and promotion activities to facilitate business's development and growth and to contribute to customer satisfaction.	8	3.75	0	0	2	6	3.50	0	0	4	4
MKPD05.01	Manage marketing activities to facilitate business development and growth.	8	3.50	0	0	4	4	3.63	0	0	3	5
Cluster: Marketing, Sales and Service												
		Pathway: Marketing Information and Research										
MKPE01.01	Assess marketing information and research career information to enhance opportunities for career success.	5	3.40	0	1	1	3	2.80	0	1	4	0

StatementCode	StatementDescription	# Rsp	Q1 Avg	Q1=1	Q1=2	Q1=3	Q1=4	Q2 Avg	Q2=1	Q2=2	Q2=3	Q2=4
MKPE02.01	Employ communication and interpersonal skills to facilitate interaction with others.	5	3.80	0	0	1	4	3.80	0	0	1	4
MKPE03.01	Acquire foundational knowledge of marketing information and research to understand its scope and impact on business.	5	3.60	0	0	2	3	3.40	0	0	3	2
MKPE03.02	Implement business ethics and safeguards to protect the business and to create trust.	5	3.80	0	0	1	4	3.60	0	1	0	4
MKPE03.03	Use organizing, leading, and planning to manage marketing information and research activities.	5	4.00	0	0	0	5	4.00	0	0	0	5
MKPE04.01	Manage marketing-information and research activities to facilitate business's development and growth and to contribute to customer satisfaction.	5	3.80	0	0	1	4	3.80	0	0	1	4
MKPE05.01	Manage marketing information to facilitate marketing functions.	5	3.60	0	0	2	3	3.60	0	0	2	3
Cluster: Marketing, Sales and Service												
			Pathway: Distribution and Logistics									
MKPF01.01	Assess distribution and logistics-career information to enhance opportunities for career success.	4	3.25	0	1	1	2	2.75	0	1	3	0
MKPF02.01	Employ communication and interpersonal skills to facilitate interactions with others.	4	4.00	0	0	0	4	3.75	0	0	1	3
MKPF03.01	Acquire foundational knowledge of distribution and logistics to understand its scope and impact on the economy.	4	3.25	0	1	1	2	3.00	0	1	2	1
MKPF03.02	Implement business ethics, regulations, and safeguards to protect the business and to create trust.	4	3.75	0	0	1	3	3.50	0	1	0	3
MKPF03.03	Use organizing, leading, controlling, and planning to manage distribution and logistics activities.	4	3.00	0	1	2	1	3.00	0	1	2	1
MKPF04.01	Manage distribution/logistics activities to facilitate business's development and growth and to satisfy customers.	4	3.50	0	1	0	3	3.25	0	1	1	2

StatementCode	StatementDescription	# Rsp	Q1 Avg	Q1=1	Q1=2	Q1=3	Q1=4	Q2 Avg	Q2=1	Q2=2	Q2=3	Q2=4
MKPF05.01	Manage marketing activities to facilitate business's development and growth.	4	3.25	0	0	3	1	3.00	0	0	4	0
Cluster: Marketing, Sales and Service												
Pathway: E-Marketing												
MKPG01.01	Assess e-marketing career information to enhance opportunities for career success.	4	3.50	0	0	2	2	3.50	0	0	2	2
MKPG02.01	Acquire foundational knowledge of the Internet and e-commerce to understand its scope and impact on business and the economy.	4	3.75	0	0	1	3	3.75	0	0	1	3
MKPG02.02	Implement e-business ethics, regulations, and safeguards to protect the business and to create trust.	4	3.75	0	0	1	3	3.50	0	1	0	3
MKPG02.03	Acquire needed skills to create a web presence.	4	3.50	0	0	2	2	3.25	0	1	1	2
MKPG02.04	Organize, control and plan work efforts to manage e-business activities.	4	3.25	0	1	1	2	3.00	0	1	2	1
MKPG03.01	Manage marketing activities to facilitate e-business development and growth.	4	3.25	0	0	3	1	3.00	0	1	2	1
Totals:		255	3.53	2	16	81	156	3.37	1	18	117	119

Section VIII – Assessment Protocol Certification Protocol

Deliverable #7

Title: Protocol for Career Clusters Assessment

8/5/2002 4:00 PM

Definition of Career Clusters Assessment

Assessment, within the context of the Career Clusters Initiative, is defined as *a **measurement** of what a learner should know and be able to do*. The academic and technical knowledge and skills common to all occupations and pathways within a single cluster are initially addressed in the Career Clusters Initiative. Each cluster measures or assesses a learner's knowledge and skills related to the cluster.

Purpose of the Protocol for Career Clusters Assessments

The purpose of this document is to provide:

- Minimum criteria for selecting existing assessment instruments that align to the academic and technical knowledge and skills identified for each cluster.
- Minimum criteria for developing new assessment instruments that align to the academic and technical knowledge and skills identified for each cluster.
- Minimum criteria for validating and determining reliability of assessment instruments.

Functions of Career Clusters Assessment

Career Cluster Assessment serves to

- *measure* (assess) *student achievement*, both cognitive and performance, in areas of academic and technical knowledge and skills for each cluster
- *provide the basis* for a transportable, industry-endorsed certification.

Operational Guidelines for Career Clusters Assessment

This protocol includes minimum criteria/expectations career cluster designers need to apply in the selection/development of assessment modalities. Career clusters assessment:

CONTENT

- measures all 10 Foundation knowledge and skills.
- customizes context of questions and applications to individual clusters.
- reflects a high degree of specificity of measurable knowledge and skills.
- aligns to academic standards.
- connects to post high school standards and competencies.
- is consistent with Perkins data-quality criteria.

FORM

- combines a minimum of two modalities: cognitive and performance.
- includes an item bank that can accommodate multiple applications.
- reflects quality design and clear formats.

APPLICATIONS AND USES

- offers diagnostic feedback to the learner.
- provides added value to the user (employer, post high school); not required for employment.
- affords portability of results.
- provides cues for instruction.

ADMINISTRATION

- validates identity of test takers through a secure system.
- affords flexible administration, e.g. single assessment per foundation cluster topic or combination of topics.
- provides flexible timing for administration.
- affords no cost or low cost to students.
- includes an affordable, user-friendly process to cover administrative costs.
- reflects an administration process that is as consistent as possible with other career cluster assessments.
- includes an affordable, user-friendly maintenance process.

VALIDITY AND RELIABILITY

- uses consistent, reliable, and technically strong elements.
- is recognized by business and industry.
- is recognized by post high school education and training.

Deliverable #8

Title: Protocol for Career Clusters Certification

8/23/2002 2:28 PM

Definition of Career Clusters Certification

Certification, within the context of the States' Career Clusters Initiative, *documents* learner achievement of the academic and technical knowledge and skills common to all pathways and occupations within a cluster. It is based on valid and reliable assessments. A certificate is recognized by employers, secondary education, and post high school education as "value added to the admissions process to further education, immediate employment process, and/or to employment advancement".

Purposes of the Protocol for Careers Cluster Certification

The purposes of this document are to provide:

- Minimum criteria for selecting existing certification programs that align to the academic and technical knowledge and skills identified for each cluster.
- Minimum criteria for developing new certification programs that align to the academic and technical knowledge and skills identified for each cluster.
- Minimum criteria for determining the value of a certification program.

Functions of Career Clusters Certification

Career Cluster Certification serves to provide a consistent, transportable method of documenting learner achievement of a Career Cluster's validated academic and technical knowledge and skills. The system is based on valid and reliable assessments.

Operational Guidelines for Career Clusters Certification

This protocol includes minimum criteria/expectations career cluster designers need to apply in the selection/development of certification processes. Career clusters certification:

- Defines the purpose and scope of the certificate.
- Bases issue of the certificate on assessed learner proficiencies and competencies related to a Career Cluster's validated academic and technical knowledge and skills.
- Requires learner to meet the assessment benchmark identified.
- Informs the public concerning the knowledge and skills of the certificate holder.
- Indicates date of issue on the certificate.
- Issues certificate from the State (State Director of Career-Technical Education or appropriate designee) if the issuing organization is a secondary or post secondary education institution.
- Issues certificate from the CEO (or an appropriate designee) of an issuing professional organization/agency/institution/company.
- Requires issuing organization to maintain a database (state and/or national) of certificate holders based on the respective term of renewal.



National Association of State Directors
of Career Technical Education Consortium

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